# Sbocciamo Torino Tool Manual

IcARUS

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CITTA' DI TORINO

# Acknowledgments

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# 1. Preface

*Sbocciamo Torino* is a decision-making model and tool that involves several stakeholders to co-produce and propose interventions to prevent the problems of juvenile delinquency and youth deviance, with a data-driven approach. *Sbocciamo Torino* has been developed as part of IcARUS (https://www.icarus-innovation.eu/), a large European project funded by the European Union to find innovative approaches to Urban Security.

The main goal of *Sbocciamo Torino* is to provide a new framework to suggest interventions aimed at preventing juvenile delinquency and youth deviance, starting from a committee of stakeholders from different entities and organisations that deal on a daily basis with the problems of the youngsters. These stakeholders accept to share with the other members of the committee data that they collect from their organisations, which are then visualised on a digital dashboard together with open data. The dashboard forms the basis of collaborative data analysis discussions that lead to the proposal of interventions to the city councillors.

The present document serves as a comprehensive manual to Sbocciamo Torino, explaining in detail its purpose and functioning, all of its components (the committee, the dashboard, the meetings and supporting material), and how it should be implemented and maintained. Hence, this manual is the complete guide to Sbocciamo Torino, and should be used as a reference during its execution. Chapter 2 provides the background and problem statement and Chapter 3 describes the solution and its components are detailed Chapters 4 to 8. Training and tool implementation procedures are described in Chapters 9 through 14.

This manual is intended for those who will be demonstrating, implementing and monitoring the *Sbocciamo Torino* tool in the City of Turin, providing guidance through the various phases of the project. Specifically this document can also serve as an inspiration for other cities and organisations that would like to implement a similar tool.

This document contains a detailed explanation of all the aspects of Sbocciamo Torino, including its scope, components, details for implementation, and training of the participants that take part in the process. In case a reader would only want an overview of what the tool is and its component, there is another, shorter document, called the *Guide to Sbocciamo Torino*, which provides essential information in a more concise form, it can be found in Appendix H.1.

# SECTION I The Tool

## 2. Introduction

### 2.1 Background: Juvenile Delinquency

Juvenile delinquency refers to offences, whether petty or serious, committed by young people under the age of 18, and its prevention "focuses on early interventions in the environment and life of children and young people at risk of offending or in the developmental trajectory of behavioural problems" (IcARUS Factsheet #2 Prevention of Juvenile Delinquency). The city of Turin, addressing the same issue in people up to the age of 30, experiences "spontaneous and violent aggregations of young people", and such events are increasing locally and nationally (IcARUS D3.1). Although tools and networks are in place, the police do not know the dynamics of the group and lack a wider understanding of the phenomenon.

IcARUS D3.1 identifies high unemployment rates, families with economic difficulties, identity issues, and high school dropouts as some of the causes of the spontaneous and violent behaviour of the youth. As these causes require the involvement of various stakeholders, acting jointly with them is crucial as each owns specific data that can help design interventions and address tailored prevention policies more efficiently and effectively. In addition to the data from the stakeholders, their expertise will help in co-designing the intervention decisions by multiple stakeholders.

### 2.2 Problem Statement

In what ways might we support collaborative decision-making in producing interventions to tackle youth delinquency issues and enable evidence-based intervention?

### 2.3 Sbocciamo Torino

As a solution, **Sbocciamo Torino** is a collaborative decision-making approach for producing interventions to tackle youth delinquency issues and enable evidence-based intervention. The design of this governance network involves a committee of stakeholders working to make evidence-based intervention suggestions aided by a digital dashboard (Urban Data Platform) that visualises data relevant to juvenile delinquency and youth deviance.

Sbocciamo Torino comprises a number of components that are designed to support the set-up, management, delivery and evaluation of the tool. Components are detailed below, in Chapter 3.

# 3.Solution

## 3.1 Overview

Sbocciamo Torino is a multi-stakeholder governance network model to deliberate and co-produce interventions around preventing juvenile delinquency issues in the city of Turin. The design of this governance network involves a committee of stakeholders working to make evidence-based intervention suggestions aided by a digital dashboard that visualises data relevant to the juvenile delinquency problem.

The City of Turin implements the tool, and it involves three categories of stakeholders - Actors connected with the juvenile delinquency issue in the city, the offices of the city councillors for municipal police and security policies, educational and youth policies, and innovation, and the project manager appointed by the City of Turin and supporting members. The actors connected with prevention of juvenile delinquency include but are not limited to the Proximity Police, Office of the Guarantor of the Rights of Persons Deprived of Personal Liberty, Educational Services Division, Religious organisations, Municipal office for Social services, Youth committees, relevant NGOs and Citizens. New and additional members can be included as the need arises. The committee of stakeholders assembles and discusses the juvenile delinquency interventions once every six months at the meetings mediated by a project manager and supported by a sociologist and a data scientist. Upon reaching a consensus on the intervention, the committee presents the intervention idea(s) to the office of the three councillors. Together with all the stakeholders, the tool delivery comprises the following key activities and the overview of the process is shown in Figure 1:

- **Stakeholders**, who regularly collect and share their data with the committee.
- A **dashboard** to visualise the data from the stakeholders and other relevant publicly available data.
- Regular **co-design meetings** of the stakeholders to assess the type of intervention to be implemented based on scientific data with the following sessions:
  - Present and analyse each other's data.
  - Brainstorm and co-design interventions for each neighbourhood based on its needs.
  - Assess the feasibility of the interventions.
  - Design and draft the intervention proposal and include the new data to collect.
  - Assess the impact of the intervention by comparing new data with the ones related to the pre-intervention situation.
- Present and discuss the intervention with the city councillors, during the **extended committee meetings**.

*Figure 1: Overview of Turin Governance Network on Preventing Juvenile Delinquency*

## 3.2 Name of the Tool

The name for the IcARUS tool for Turin is **Sbocciamo Torino**.

This name can be translated in English as "Let's Blossom Turin": the tool's aim is to help the city flourish and take care of it like a flower. Blossom is used metaphorically to represent growth and positive transformation. Just as a flower blooms and thrives with care, the tool and mostly, the committee, intends to nurture the city and one of its most vulnerable groups of people - young adults - to thrive and flourish. The city is symbolised as a garden and the young adults that live in it as flowers that require attention, care and the right conditions to thrive and it also represents their journey, blossoming into new and better paths through the support and opportunities provided by the Tool. Young people are seen as engines of social progress and urban development not as a potential danger to safety. At the same time the term "Sbocciamo" is a slang word used by young people to describe the act of opening a bottle and have a party.

## 3.3 Sbocciamo Torino Logo



*Figure 2: Logo for Sbocciamo Torino*

The logo for the tool is a vibrant flower representing the concept of blooming. The flower starts from the emblem of the City of Turin, evoking a strong sense of belonging and connection to the city. The outline of the shield, one of the emblems of the city, is a symbol of security and represents the Committee's commitments to fostering a safe and thriving environment for the youth of Turin, emphasising their sense of place and the importance of their active participation in building a brighter future. By rotating the shield multiple times we are able to compose the flower.

As the shield rotates, it transforms into a vibrant flower, representing the concept of blooming. This visual metaphor reflects the journey of young individuals, blossoming into new and better paths through the support and provided by the Programme. The dynamic nature of the rotating shield signifies the transformative power of prevention and empowers the younger generation to flourish and thrive.

More information on the branding elements of Sbocciamo Torino, including the colours, typeface, and other graphic elements, are included in Appendix A.

## 3.4 Components

Sbocciamo Torino is centred around the following main components:

- A **committee** comprising members from public and private institutions and organisations that work on matters related to prevention of juvenile delinquency in Turin.

  This committee is **supported by** three members, namely a **project manager** from the City of Turin, a **sociology researcher** specialising in juvenile delinquency, and a **data scientist**.

- A **dashboard** visualising relevant data on the topics of juvenile delinquency and youth deviance, which is in part open data, and in part provided by stakeholders and members of the committee.

  As an example, these data may include demographics, school dropouts, surveys on youth aggression and conviction of young adult offenders and other data on the previous interventions addressing youth delinquency that the stakeholders can share with the committee.

- A **committee meeting** to co-produce interventions aimed at preventing juvenile delinquency. The meeting is aimed at decision making through data and visualisations

- An **extended committee meeting** with the Municipal Council (councillors) for presenting and discussing the interventions for implementation.

In addition to these main components, the tool also include the following supplementary components, which are helpful and necessary in maintaining Sbocciamo Torino:

- The **Sbocciamo Torino supporting materials**, comprising the following:
  - Sbocciamo Torino Charter

- ○ Sbocciamo Torino Brochure
- ○ Sbocciamo Torino Presentation
- ○ Sbocciamo Torino Templates
  - ■ Invitation Template
  - ■ Committee Meeting Minutes Template
  - ■ Extended Committee Meeting Minutes Template
  - ■ Intervention Proposal Template
  - ■ Presentation Template
  - ■ Text Document Template
- **Training material and guidelines** for Stakeholders to use the tool. These include:
  - ○ Guide to Sbocciamo Torino
  - ○ Sbocciamo Torino Handout to Committee Members
  - ○ Dashboard Handout
  - ○ Project Manager's Handout
  - ○ Data Scientist's Handout
  - ○ Sociologist's Handout
- **Branding Merchandise** of Notebooks, Pins, Pens, Folders, Stickers, Tote bags and bottle openers.

## 3.5 How the Tool works – Theory of change / mechanism of action

The functional aim of the tool is that the multi-stakeholder committee shall **provide comprehensive insights** into the complexities of juvenile delinquency and **collaboratively develop effective interventions**. The committee is a diverse group representing various sectors and perspectives, including law enforcement, social services, education, community organisations, and youth. The committee's diverse composition ensures a holistic understanding of the issue and brings together different expertise.

The anticipated outcomes of this are that:

- Committee's collective input helps in crafting well-rounded and culturally sensitive interventions that address the multifaceted nature of juvenile delinquency.
- Sbocciamo Torino provides a commitment to a shared vision and a roadmap for the establishment and operation of the data-assisted Governance Network.
- Sbocciamo Torino will underscore the significance of data-driven decision-making, collective expertise, and transparent communication among diverse stakeholders.
- The process of becoming a committee member will aid the organisations and associations in their transition to digital data formats and presenting it effectively through appropriate visualisations.

The goal of Sbocciamo Torino is to build long term sustainable relationships between the different actors and support them with data to provide action oriented interventions to the city council.

## 3.6 Users and Beneficiaries

### 3.6.1 Users of the Tool
- The project manager
  - Appointed by the City of Turin, the project manager will deploy, coordinate and manage the delivery of various components of Sbocciamo Torino and be responsible for maintaining relations with stakeholders.
- Department of educational services - division for the right to study, service orientation, school inclusion, countering dropout
  - Officers that work on children's and teenagers' school dropout
- Community police officers
  - Those working on the ground who interact with youth and are also the first point of contact to receive complaints about youth aggression.
- Office of the guarantor of the rights of persons deprived of personal liberty
  - Officers with expertise on the juvenile justice system and about those juveniles who are in detention.
- Municipal office for Social services
  - Officers working on the social welfare of the city.
- NGOs, Youth committees and associations
  - Those organisations and associations working with youth, especially with those identified as "at risk of offending".
- Sociologist
  - Who can provide a sociocultural perspective on juvenile delinquency, interpreting data within the broader societal context.
- Data Scientist
  - To support the data and dashboard components of the tool.

### 3.6.2 Types of users
Table 1 summarises the roles of the different users who are part of Sbocciamo Torino. While all of them interact with the tool one way or the other, there are differences in the ways in which they provide data to the tool and participate in the meetings to co-design interventions. Members of the stakeholders' committee are expected to provide data from their organisation or institution, and are also part of the intervention design.

The supporting members of the committee are also present during the meeting, but do not have voting rights, provide data, or co-create the intervention, as they have different support roles. The third set of users, specifically the offices of the municipal councillors, do not provide any data, do not co-design the interventions and are not part of the meeting but are aware of the tool and receive the outcome of the meetings, and they participate to the extended committee meetings to be informed of the intervention proposals.

| User | Provide Data | Co-design Intervention | Attend Committee Meeting | Attend Extended Committee Meeting |
|---|---|---|---|---|
| Members of the committee | ✔ | | | |
| Project manager, Sociologist and Data Scientist | ✖ | | ✔ | |
| Offices of the municipal councillors | ✖ | | | ✔ |

Table 1: Types of Users

### 3.6.3 Beneficiaries of the Tool
In addition to the users listed above, beneficiaries of the Tool include:

- City councillors for municipal police and security; educational and youth policies; and innovation
  - Receive coordinated and action oriented interventions
  - Improved collaborations with third sector organisations
- Turin civil society and public sector organisations working with young people
  - Improved inter organisational collaboration and relationship
  - Safe and secure environment for trusted data sharing
  - Ability to influence intervention policies from the design phase
  - Support in transition to digital data sharing and data analysis including visualisations.
- Members of the local community, including residents and local business
- Reduced problem with young people's aggressive behaviour
- Young people
  - Improved opportunities at educational, cultural, sports and social institutions for "at risk" and youth living in deprived communities.
- Local police of Turin
  - Improved relationship with social actors who interact frequently with the youth.
  - Improved access to non-crime data (social data) about the youth.

### 3.7 Tool impact — Change that the Tool will create

As a result of implementing the Sbocciamo Torino, the following changes are anticipated:

1. Reduction in risk of youth offending

   Sbocciamo Torino will support in providing and implementing interventions created, curated and supported by the community in education, sport and cultural institutions that will address the risk factors in youth offending.

2. Improved collaboration and trust between committee members

   Sbocciamo Torino ensures that various perspectives of the issue are considered and the precondition that every stakeholder should share relevant data places a protection in place to prevent insecurity among stakeholders about sharing their data.

3. Improved data sharing and visualisation capacity

   Some committee members might not have the data in digital format or most of it is oral/anecdotal. In such cases, Sbocciamo Torino provides an opportunity to obtain their data in digital form, presenting it through visualisations.

4. Improved data literacy capacity of associations and organisations

   Sbocciamo Torino provides training to its members on identifying and gathering relevant data, analysing it, interpreting the results, and understanding the limitations. In addition, they will be able to formulate data relevant questions while drawing insights together with other stakeholders and communicate the results to each other and outsiders.

5. Access of decision-makers to new dimensions and community-supported solutions

   The collaborative interventions proposed by the committee to the city council will invert the policymaking process. Thus, local authorities get a chance to understand the problem from multiple points of view and the proposed interventions are rooted in the neighbourhood needs as surfaced and scientifically supported by the data.

6. Increased visibility of the non governmental organisations

   The horizontal structure of the tool and the presence of NGOs, religious organisations, youth committees and citizens will provide them with an opportunity to have a greater say in policy design from the start. Such an opportunity will aid in developing and adjusting interventions to the local needs which is not easy when the stakeholders are engaged for an opinion after the policy design.

# SECTION II TOOL COMPONENTS

## 4. Sbocciamo Torino Committee

### 4.1 Overview of the Committee

The multi-stakeholder committee is a diverse group representing various sectors and perspectives, including law enforcement, social services, education, community organisations, and youth. Their primary role is to provide comprehensive insights into the complexities of juvenile delinquency and collaboratively develop effective interventions. The committee's diverse composition ensures a holistic understanding of the issue and brings together different expertise. Their collective input helps in crafting well-rounded and culturally sensitive interventions that address the multifaceted nature of juvenile delinquency. Any member who wants to join the committee should provide data relevant to the issue. This protection is in place to prevent insecurity among stakeholders about sharing their data. Some committee members might not have the data in digital format or most of it is oral/anecdotal. In such cases, the supporting members provide assistance in obtaining their data in digital form, presenting it through visualisations. The committee is composed of members from the following organisations and the project manager can invite other organisations and municipal offices as the need arises:

- Local Police
- Office of the Guarantor of the Rights of Persons Deprived of Personal Liberty
- Educational Services Division
- Municipal office for Social Services
- Religious Organisations
- NGOs, Associations and Youth committees
- Citizens

The committee members should sign a charter, serving as the foundational document of the Sbocciamo Torino project to formalise their commitment to a shared vision and create a roadmap for the tool. Further information about the charter is available in Section 8.2.2

### 4.2 Members of the committee

### 4.2.1 Educational Services Division

Directors of the Department of educational services educational division, right to study service orientation, school inclusion, countering dropout[1] will be members of the committee. They play an important role in supporting the education and well-being of

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[1] Ufficio Dipartimento Servizi Educativi Divisione Educativa Servizio Diritto allo Studio Orientamento, Inclusione scolastica, Contrasto alla dispersione

youth in the community and will have insights into factors that contribute to juvenile delinquency, such as truancy or low academic achievement. Municipal offices for educational services can help to coordinate services and programs for at-risk youth in their area, such as after-school programs, tutoring, or mentoring, and help to ensure that youth receive the support they need to succeed in school and life.

### 4.2.2 Proximity police (Local Police)

Police officers from the proximity police of the municipal police will be members of the committee. The proximity police play a role in preventing juvenile delinquency by building positive relationships with at-risk youth and their families. They can provide valuable information and expertise on the nature and extent of local crime, risk factors for juvenile delinquency, and effective prevention strategies. Lastly, they can engage the community by organising community events to increase public awareness.

### 4.2.3 Office of the guarantor of the rights of persons deprived of personal liberty

The guarantor of the rights of persons deprived of personal liberty in the city of Turin and the deputy guarantor will be members of the committee. They can provide valuable information and expertise on the juvenile justice system, including issues related to incarceration and recidivism. They could work with other stakeholders to identify areas where policy interventions could be developed to improve outcomes for at-risk youth.

### 4.2.4 Municipal office for Social services

Educators from the social services division[2] will be members of the committee. The municipal office for social services will share the data on the previous interventions and people involved in those interventions with the committee. However, this data will be presented to committee members during the meeting but not visualised on the dashboard.

### 4.2.5 Religious organisations

Religious organisations can utilise their well-established relationships with the local community members to present unique insights into the community's needs to other stakeholders. They can mobilise the community, advocate for policy changes and provide a platform for dialogue with the community. By working collaboratively with other stakeholders, they can help to identify and implement evidence-based interventions that support positive outcomes for at-risk youth.

### 4.2.6 Citizens

The participation of citizens in the committee meetings can bring unique perspectives to the network, including lived experiences with juvenile delinquency or the criminal justice system. This can help to ensure that policy interventions are responsive to the needs and priorities of the broader community. While increasing community

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[2] Divisione Servizi Sociali, Socio Sanitari, Abitativi e Lavoro

engagement, citizen participation can help build trust and confidence in the interventions, particularly among communities that may have historically experienced a lack of transparency or accountability from government agencies. Such effects will in turn increase the support for the interventions and their effectiveness.

### 4.2.7 NGOs, Youth committees and associations

Non-governmental organisations (NGOs) and other community organisations can provide insight into the needs and experiences of at-risk youth and can help to connect them with resources and support. They can use their expertise and experience to raise awareness of the root causes of juvenile delinquency and promote evidence-based interventions. On the other hand, they may provide direct services to at-risk youth, such as mentoring, counselling, or educational programs. By participating in this committee of stakeholders, they can help to ensure that these services are aligned with broader policy goals and priorities.

Youth committees can share their own experiences and perspectives and help identify potential issues with proposed interventions and suggest changes that may be more effective in addressing the needs of at-risk youth. In addition, they can help to build positive relationships between youth and other stakeholders and help in implementing the interventions.

There will not be a permanent set of associations in the committee, the tool will start with an initial set of organisations and expand slowly. In the first phase, the associations that form part of the committee are Save the Children, the Italian Culture and Sport Association (AICS)[3], and Gruppo Abele.

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[3] Associazione Italiana Cultura e Sport
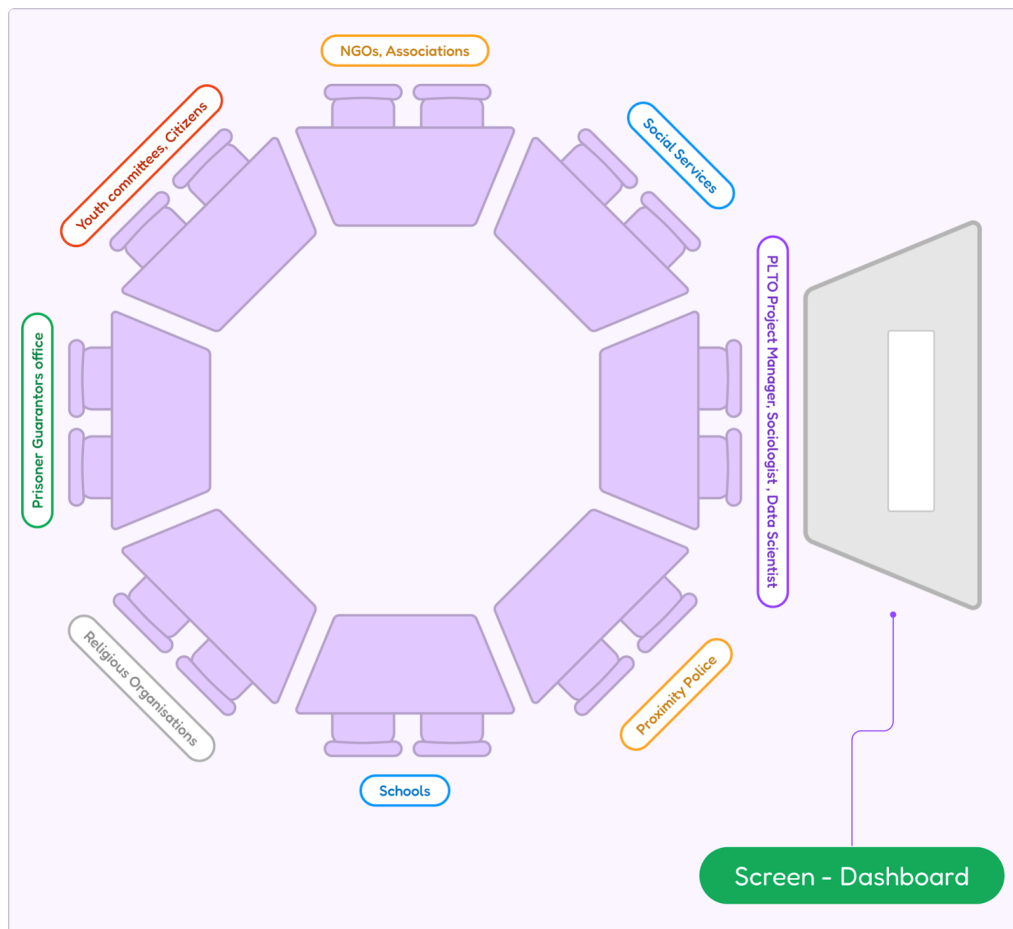
*Figure 6: Composition of the committee*

## 4.3 Supporting Members of the Committee

### 4.3.1 Project Manager

The Project Manager (PM) from the Municipality of the city of Turin will be the nodal agent and first contact person for the tool. Their role involves presenting the tool to stakeholders, helping them get onboard and organising training for new members to become part of Sbocciamo Torino. They will facilitate the committee meetings in addition to organising them and ensuring the committee aligns with the goals of Sbocciamo Torino. The PM will liaise and communicate with the committee and supporting members of the tool. They will also work together with the data scientist to update the dashboard and add new data to it as the need arises. PM plays a crucial role in maintaining smooth collaboration among members and their oversight ensures that the tool's functionalities meet the committee's requirements and that the project progresses effectively.

The project manager is the contact person for Sbocciamo Torino, and should keep correspondence with all the partners. The project manager is responsible to send and

receive all the material, data and documents for Sbocciamo Torino to the partners. Specifically, the PM needs to:

- Share with the members of the committee relevant documents on the meeting:
  - Invitation and agenda, prior to the meeting
  - Meeting minutes and intervention proposal after the meeting;
- Verify with the committee members who will be present for the meetings;
- Receive suggestions of topics to include in the agenda;
- Receive suggestions of data visualisations to include in the dashboards.

### 4.3.2 Sociologist

The Sociologist provides a sociocultural perspective on juvenile delinquency, interpreting data within the broader societal context. They offer insights into underlying social factors that contribute to delinquency. In addition, they will engage with stakeholders to recognise additional data needs for improving the intervention suggestions and also propose new data points that the stakeholders can collect. The Sociologist's expertise complements data analysis by contextualising findings. Their insights into social dynamics and root causes help develop interventions that address the core issues driving juvenile delinquency. The project manager appoints the sociologist who will volunteer to be part of the committee.

### 4.3.3 Data Scientist

The Data Scientist (DS) supports the data and dashboard components of the tool. Along with visualising publicly available data on the dashboard, they will collect, process and visualise the data from the stakeholders. DS will aid the committee members in analysing the data, identifying patterns, correlations, and trends within the data to provide evidence-based insights. DS's expertise in data analysis will offer valuable insights to the stakeholders that informs their decision-making. By transforming complex data into accessible visualisations, DS enables the committee to make informed choices when designing interventions. The project manager appoints the data science intern to be part of the committee.

# 5.Data Dashboard

## 5.1 Overview of the Dashboard

The [Dashboard](#)[4] is one of the key components of Sbocciamo Torino. It visualises pertinent data related to youth deviances, and serves as a tool for informed discussions and evidence-based decision-making. The Dashboard is supported by the Urban Data Platform (UDP), an IT tool developed for the City of Turin.

The dashboard has a modular design, and the charts are divided into different categories, in a way that provides a dynamic environment and a chance to incorporate additional data and suggestions from the co-design meetings. It is possible to aggregate and visualise these datasets in spatial, temporal, and spatiotemporal dimensions.

With data on multiple aspects of a borough or district available, the committee can use it to have hyper-localised conversations about the problems and potential solutions and obtain insights at the level of *circoscrizione* (or district). For example, one can differentiate the services and spaces in Circoscrizione 1 and compare it with the Circoscrizione 4, together with the youth aggression data in those boroughs. One can also see the effect of the presence of public places, leisure spots, and police offices on youth aggression and school dropouts. The following is an example of the dashboard:
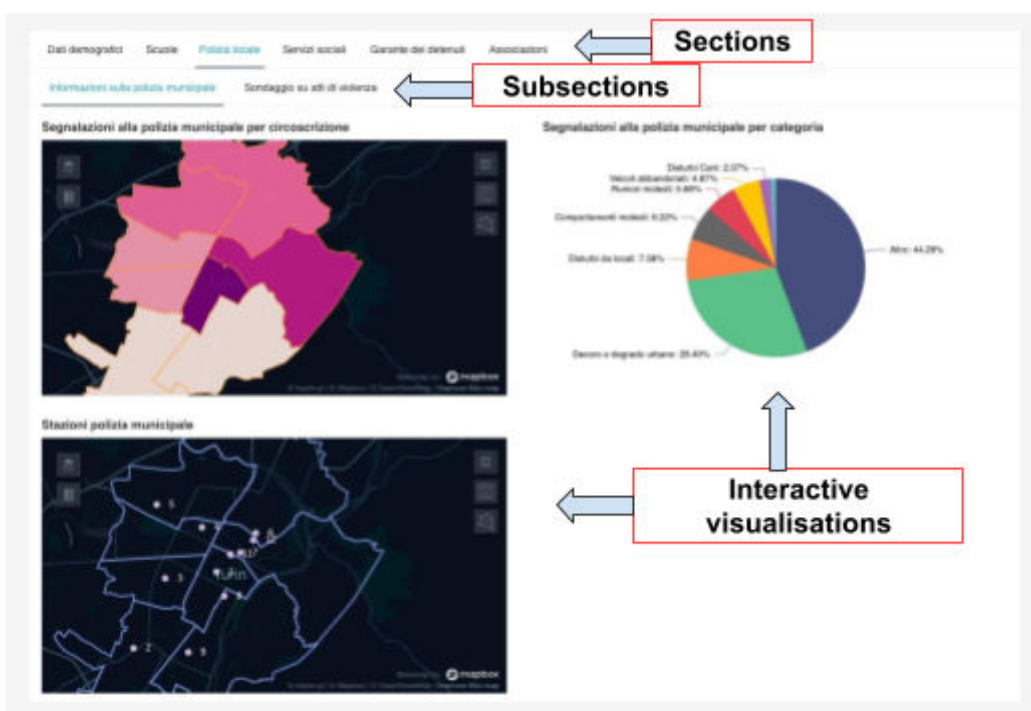


*Figure 7: Example from the dashboard*

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Appendix G contains some examples of the dashboard and charts. Although the stakeholders cannot add new data or visualisations directly to the dashboard, they can suggest them to the project manager. As the Urban Data Platform does not have an option to provide view-only access, the stakeholders will be able to interact with the dashboard only during the project meeting. However, the project manager can share a PDF of the visualisations with the stakeholders.

## 5.2 Data

The data can be broadly categorised into two types: Open City Data and Stakeholders' Data. First, the city of Turin's demographic, services and public spaces data available in the open data portals (hereon, open city data). The second type comprises the data provided by the stakeholders committee (hereon, stakeholders' data). Sbocciamo Torino's development does not involve explicit data collection, but uses either publicly available information that is accessible irrespective of the project or the data collected, maintained and made available by the stakeholders.

There are 8 major data owners:

- Geoportale: By the city of Turin
- AperTO: Open-data portal of the city of Turin
- Polizia Municipale: Municipal Police
- Servizio Diritto allo Studio Orientamento, Inclusione scolastica, Contrasto alla dispersione: School guidance office
- Ufficio garante delle persone private della libertà: Office of Prisoner guarantor
- NGOs and associations

### 5.2.1 Open City Data

Open city data comprises two subtypes of data related to the city. The data on services (markets, cinemas, museums, libraries, sports facilities, police stations) and public spaces (pedestrian areas and green areas) compose the first type of data (hereon, city services data). The data for each of these services contain their name, geo-localised address, and contact details. Demography of the population of Turin is the second type of data that includes information on the number of people in each *circoscrizione* of the city separated based on age, sex, civil status, nationality and support from the city (hereon, city demographic data). The open city data aids in drawing insights into services and demography per ward and visualising them on a map to view their distribution and density.

AperTO and Geocatalogo Comune di Torino provide access to the open data from the city and are directly accessible through the dashboard hosting platform. The websites of these two sources provide the following rights to use the data.

AperTO Licence: http://www.comune.torino.it/aperto/licenze/

Geocatalogo Comune di Torino Licence:
http://geoportale.comune.torino.it/geocatalogocoto

In summary, in the case of AperTo, the data is released under the Creative Commons Attribution 4.0 (CC BY) licence and made available to anyone who wants to use it for any purpose permitted by law. Geocatalogo allows free access in consultation of metadata and data and restricted access for the management of metadata and data (insertion and modification).

### 5.2.2. Stakeholders' data

These data are provided directly by the members of the stakeholders committee for the purpose of Sbocciamo Torino. All the datasets need to be anonymised by the stakeholders, and not to contain any personal information. Storage and processing of the datasets can start only after removing all personal data. Apart from summarising each dataset, these datasets are used to create charts that contribute to the dashboard.

A one-to-one-to-many type of data sharing is used, to reduce the communication backlog and avoid multiple bottlenecks in data sharing. The city of Turin liaisons with the various offices in the municipality and with all the stakeholders to collect the data. The diagram below shows the data flow to the dashboard. The stakeholders sharing the data shall share their data by email to the project manager at least once per year in the format determined during the first meeting between the stakeholder, the project manager and the data scientist. As a reference, Appendix J shows the stakeholders' data used during the initial phase of Sbocciamo Torino, with their format. The project manager, with the help of the data scientist, collects data, uploads it to an ad hoc directory owned by the City of Turin, and updates the visualisations that are not directly accessible through the hosting platform.
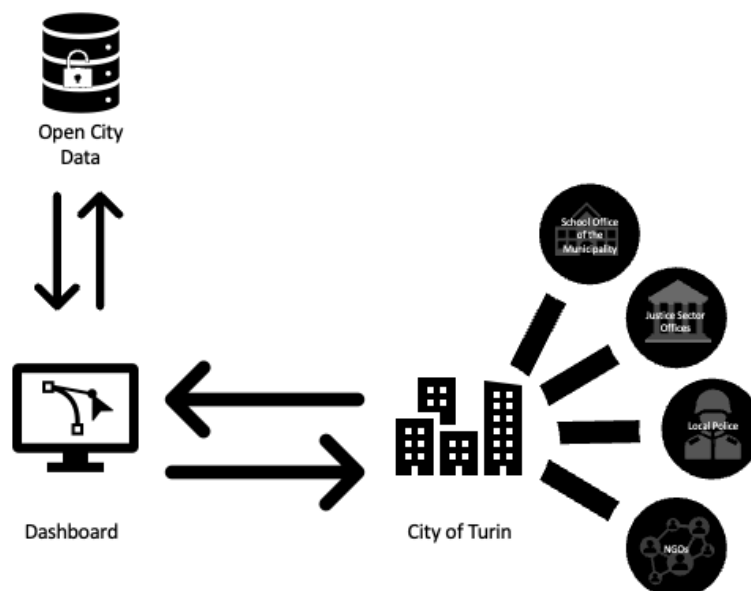


*Figure 8: Data Sharing Protocol*

Some of the stakeholders may have existing visualisations and dashboard. If this is the case, arrangements can be made with the Project Manager and Data Scientist to use these instead of adding them to the Sbocciamo Torino dashboard.

# 6. Committee Meetings

## 6.1 Overview of the Committee Meetings

The city of Turin, through the project manager, organises the meetings of the committee of stakeholders. The project manager schedules a meeting session at least once every six months or at adhoc on the request of the majority members. A mix of permanent and invited members are part of each meeting. In addition, the project manager can invite other organisations or municipal offices depending on the agenda of the meeting or based on suggestions from the stakeholders. Chapter 11 contains details on the preparation of the meetings.

During each meeting, each stakeholder can bring a maximum of two participants to the meetings, which occur at one of the event spaces of the city of Turin (for example, CTE Next or OGR Tech) in a round table format. The primary aim of these co-design meetings is for the stakeholders to collectively and collaboratively assess the situation, identify the problems, find the causes and remedies, and strategize an intervention conjunctively based on evidence/data. The project manager should only intervene in the debates to ensure everyone gets a chance to talk, and act as a moderator. The data scientist and sociologist shall only intervene when their help is requested.

## 6.2 Functioning of a Committee Meeting

The committee meetings happen for 100 minutes. The time allocation for each activity is as follows:

1. 10 minutes: Introduction, Presenting Agenda and Ice-breaking Activities
2. 70 minutes: Discussion on the issues, factors and interventions.
    a. The representatives shall explain and analyse the data collected, thus outlining the current situation of the different neighbourhoods.
    b. Then, the committee members will start a collaborative data analysis session, that can either be done in small groups, or as a round table. The specific modality of it can be decided by the committee members.
        i. As a recommendation, the small-group modality can be organised in the following way: the project manager assigns each participant to a group, with heterogeneous groups formed of people from different organisations. Each group uses a tablet or laptop to access the dashboard and discuss relevant charts, noting their comments.
        ii. If the project manager opts to do a round-table collaborative data analysis, they can show on the screen/projector relevant charts from the dashboard to all participants. These charts should be pertinent to the agenda, and can be suggested by committee members (including supporting members). Then, participants with expertise in the field related to the data, can comment and analyse the charts.

c. Following a collaborative data analysis session, brainstorming and co-design sessions shall follow to go through the contribution, expertise, and perception of all representatives at the table to sketch efficient and effective interventions for different neighbourhoods based on the neighbourhoods' needs shown through data.

d. Upon agreeing on an intervention outline, the committee shall assess them not only based on the data available at hand but also on the feasibility (considering the risk factors, cost to benefit) and compare them with other similar interventions implemented in the past.

e. After selecting the intervention, the committee shall detail the appropriate professional profile and human, technical and financial resources to be used to implement the action. For example, an intervention to mitigate the phenomenon of the high rate of school dropout in a borough will presumably involve more school workers, educators, and mediators.

f. Together with the sociologist and the data scientist, the committee shall propose the data to collect during the implementation phase of the co-designed interventions to monitor the trend of the phenomena and then measure the interventions' impact by comparing new data with the ones related to the pre-intervention situation.

3. 10 Minutes: Finalising the intervention ideas, and policy directions and deciding on the next meeting objectives.

4. 10 Minutes: Discussion of miscellaneous items that need attention but are not part of the meeting agenda.

The following diagram summarises the functioning of a Committee Meeting.

*Figure 9: Functioning of a Committee Meeting*

## 6.3 Intervention Proposal

The committee will provide intervention suggestions to the offices of the municipal councillors. The intervention suggestions shall include the following aspects:

- The Problem
- Factors/Situations contributing to the problem
- Suggested intervention
- Where
- How

- Who will intervene
- Intervention duration
- Intervention target audience
- Resources required - Human, technological, etc.
- Previous experiences related to the chosen intervention.

The project manager will draft this document in consultation with the other stakeholders. The Sbocciamo Torino supporting materials include a template for the meeting minutes and an intervention proposal, which are shown in Appendix F.2 and F.3, respectively.

## 6.4 Role of the supporting members during the committee meetings

The three supporting members, namely the data scientist, the project manager, and the sociologist, should be present at all the Sbocciamo Torino Committee Meetings, including the Extended Committee Meetings. However, they should not directly intervene in the discussion, and should not voice their personal opinion in terms of policy, as they should not contribute firsthand in drafting the proposal. On the other hand, they should attain to their specific roles:

- The project manager should moderate the discussion
- The data scientist should answer questions on the dashboards and on the visualisation, as well as clarify doubts on the data, correlations, and insights on the charts.
- The sociologist should clarify concepts and phenomena with their expertise.

During the meetings, the data scientist should be in charge of the logistics with respect to the display of the UDP (making sure that the dashboard can be projected and easily seen by all members of the committee), and should navigate the dashboard according to the discussion. They should suggest to the committee members relevant charts to see and analyse, according to the topics of discussion, and display them, or show other charts at the request of the committee members.

# 7. Extended Committee Meetings

## 7.1 Overview of the Extended Committee Meetings

**Extended committee meetings** are special meetings of the committee to present the intervention suggestions to the municipal councillors. If the committee meetings produce intervention suggestions, then the project manager shares the suggestions report with the councillors and organises a meeting of the stakeholders and the councillors. The project manager coordinates with the stakeholders and the offices of the councillors to arrange for this extended committee meeting.

## 7.2 Functioning of the Extended Committee Meetings

The following diagram illustrates the process of an Extended Committee Meeting.
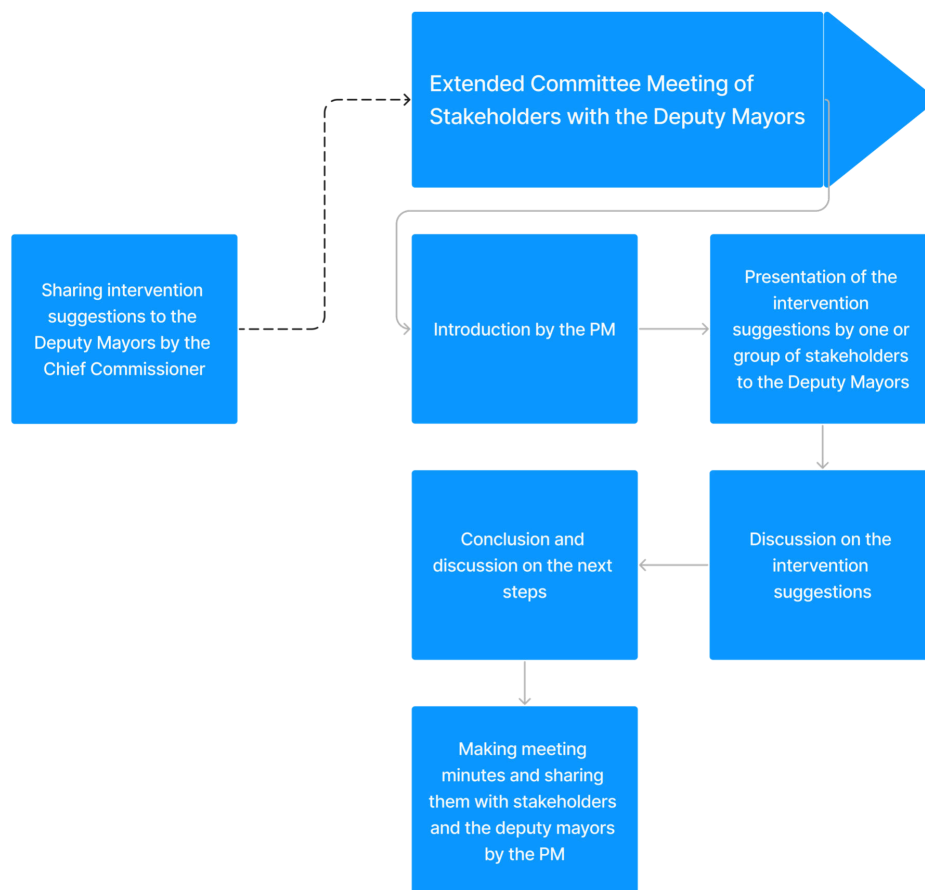


*Figure 9: Functioning of an Extended Committee Meeting*

These meetings will also occur at similar office spaces in the city of Turin and will last for an hour. The time allocation for each activity is as follows:

1. 5 minutes: Introduction and Presenting Agenda.

2. 20 minutes: Presentation of the intervention suggestions to the councillors by one or a group of stakeholders. The presentation by the stakeholders will be a voluntary decision, and the project manager will make the presentation in other situations.
3. 20 Minutes: Discussion on the intervention suggestions
4. 15 Minutes: Discussion on the next steps.

Following an extended committee meeting, the project manager should complete the meeting minutes and share them with all the extended committee members. A template for the minutes is included in the Sbocciamo Torino Templates, and is shown in Appendix F.4.

# 8. Sbocciamo Torino Supporting Material

## 8.1 Overview of the Supporting Material

In addition to the aforementioned components, Sbocciamo Torino also includes supporting material to aid in the usage of the tool. The supporting material is the following:

- The **Sbocciamo Torino supporting material**, comprising several documents to aid in the dissemination of the tool, in its implementation, and maintenance.
- **Training material** and guidelines for Stakeholders to use the tool.
- **Branding Merchandise** of Notebooks, Pins, Pens, Folders, Stickers, Tote bags and bottle opener. The branding should be distributed by the project manager to committee members and interested parties. The branding merchandise can be seen in Appendix B.

## 8.2 Sbocciamo Torino Supporting Material

The following documents constitute the **Sbocciamo Torino Supporting Material**. They complement the three main components of Sbocciamo Torino, playing an important role in the application and maintenance of the tool. They serve as a foundation and support for the different activities of Sbocciamo Torino. The Sbocciamo Torino Supporting Material is composed by the following:

- Sbocciamo Torino Charter
- Sbocciamo Torino Brochure
- Sbocciamo Torino Presentation
- Sbocciamo Torino Templates

### 8.2.2. Sbocciamo Torino Charter

The **Sbocciamo Torino Charter** a short document to be signed by all committee members, serving as the foundational document and official statute of the Sbocciamo Torino project.

The charter plays a pivotal role in shaping the foundation and functioning efficacy of the tool. It not only formalises the stakeholders' commitment to a shared vision but also provides a roadmap for the establishment and operation of the data-assisted Governance Network. It underscores the significance of data-driven decision-making, collective expertise, and transparent communication among diverse stakeholders.

The charter emphasises the principles of inclusivity and trust, fostering an environment where members come together to exchange knowledge, insights, and resources, ensuring active engagement and participation. The text of the Charter is contained in Appendix C.

### 8.2.3 Sbocciamo Torino Brochure

The **Sbocciamo Torino brochure** provides an overview of the tool, illustrating its aim and scope. It shows what Sbocciamo Torino aims to achieve and contact details for further information to be distributed to the public and potential members of the committee. The text of the brochure can be seen in Appendix D.

### 8.2.4 Sbocciamo Torino Presentation

A presentation to introduce and explain the tool to the committee, new members and other public. It provides a general overview of Sbocciamo Torino, in accordance with its visual identity. Few screenshots from the presentation can be found in Appendix E.

### 8.2.5 Sbocciamo Torino Templates

The **Sbocciamo Torino Templates** form a set of general templates for specific circumstances to be filled by the project manager to aid them during the organisation of the committee meetings, as well as for other possible tasks. The text from these templates can be seen in Appendix F. It comprises the following:

- **Template for Meeting Invitation**
  - Template to invite stakeholders to the committee meetings. This is found in Appendix F.1.
- **Template for Committee Meeting Minutes**
  - Template for the meeting minutes of the standard committee meetings, to be filled by the PM. This can be seen in Appendix F.2.
- **Template for Intervention Proposal**
  - Template for the intervention proposal suggested during the standard committee meetings, to be filled by the PM. This is shown in Appendix F.3.
- **Template for Extended Committee Meeting Minutes**
  - Template for the meeting minutes of the extended committee meetings, to be filled by the PM. This is shown in Appendix F.4.
- **Presentation Template**
  - Template to make Microsoft PowerPoint presentations with the Sbocciamo Torino graphic identity. This can be used to make presentations for the committee meetings. Some screenshots of this are shown in Appendix F.5.
- **Text Document Template**
  - Template to make generic Microsoft Word documents with the Sbocciamo Torino graphic identity. Some screenshots of this are shown in Appendix F.6.

# SECTION III IMPLEMENTATION

## 9.Setup of Sbocciamo Torino

### 9.1 Initial setup of the tool

The tool setup begins with the city identifying a project manager to oversee the tool's implementation. The project manager should then appoint a data scientist and a sociologist, and recruit members interested in joining the committee. The project manager introduces the tool to the committee of stakeholders and supporting members. Subsequently, the data scientist, working alongside the project manager, conducts meetings with stakeholders to create, update, or modify visualisations of member data on the dashboard platform. These meetings will take place whenever a new member joins the committee or when new data becomes available or is updated by the members.

Finally, the tool setup concludes with training committee members on:

1.  The functioning of the committee, encouraging open discussions that promote innovative and effective solutions.
2.  Utilising a digital dashboard to visualise, read, and interpret relevant data for informed decision-making.
3.  Facilitating data sharing among committee members to enhance comprehensive problem-solving.
4.  Drafting intervention suggestions.

# 10. Training Procedure

## 10.1 Overview of the training

To optimise the efficacy of Sbocciamo Torino, each member of the committee needs comprehensive training. By allowing all committee members to operate from a common knowledge base, this training facilitates a shared understanding of the tool. Members are trained in detail about the functioning of the tool, are introduced to the dashboard, and are presented with collaborative data analysis methodologies. In the end, this equips the committee with the collective expertise necessary to formulate well-informed, balanced, and equitable policies to address youth deviances. Each committee member should undergo the training process once, in order to be prepared for the committee meetings.

## 10.2 Components of the training

The training of the members of the committee comprises the following elements:

- A set of handouts and training material, to be read by each of the committee members. Supporting members of the committee, additionally, have to use ad-hoc supplementary manuals.
- A first meeting with the project manager and data scientist
- A group training session (that could be substituted with a one-on-one session)
- Optional individual training sessions.

## 10.3 Training Handouts

These handouts and materials collectively serve as essential resources for committee members, offering comprehensive guidance, reference points, and structured information to facilitate effective participation to Sbocciamo Torino, manage roles within the committee, and conduct training sessions. The handouts are mainly composed of excerpts from this Sbocciamo Torino Manual, as well as additional ad-hoc sections. All the training handouts are included as part of Appendix H.

- **Guide to Sbocciamo Torino**:
  - Describes Sbocciamo Torino's purpose, principles, and relevance to the committee's objectives in a concise manner. It can be intended as a shorter version of the Sbocciamo Torino Tool Manual, focused on the components of the tool. The guide should be shared by the project manager to the councillors of the city of Turin, and to all the interested parties that would like to know more details regarding the tool. This is shown in Appendix H.1.
- **Sbocciamo Torino Handout to the Committee Members**:
  - A compact document describing the Sbocciamo Torino tool, its functioning, and delineating meeting agendas and structure. It serves as a quick reference for understanding the tool's application within the committee's context. The project manager should share it to the committee members and is shown in Appendix H.2.

- **Dashboard Handout**:
  - Offers a non-technical explanation of the dashboard's operations, presented in an easily comprehensible manner. It includes practical examples to assist users in navigating and interpreting data effectively. It should be shared by the project manager to the committee members. This is shown in Appendix H.3.
- **Project Manager's Handout**:
  - Details the comprehensive responsibilities and tasks specific to the Project Manager's role within the committee. It serves as a guidebook outlining duties and expectations, and best practices for effective management. This is shown in Appendix H.4.
- **Data Scientist's Handout**:
  - Outlines the tasks, methodologies, and responsibilities pertaining to the Data Scientist's role within the committee. It includes guidelines on data visualisation, and presentation. It should be shared to the data scientist by the project manager. This is shown in Appendix H.5.
- **Sociologist's Handout**:
  - Provides a comprehensive overview of the tasks, methods, and duties relevant to the Sociologist's role within the committee. It should be shared to the sociologist by the project manager. This is shown in Appendix H.6.

## 10.4 First meeting with the project manager and the data scientist

The training starts with 1-1 sessions where the members of individual organisations meet with the project manager and data scientist to

1. Understand the organisation's data
2. After visualising the organisation's data, to prototype and confirm the visualisations on the dashboard.
3. If the dashboard is accessible to the organisations then give them basic training on how to use it (login, opening their charts/individual dashboard, applying filters).

During the first meeting, the project manager should introduce the potential new committee member to the concept of Sbocciamo Torino, its functioning and the dashboard. This explanation can give time for questions and answers.

During the first part of the explanation, titled "How does Sbocciamo Torino work?", the project manager should detail the functioning of the tool and of the meetings, highlighting the role of the committee and its members. In the second part, with the name of "How does the dashboard work?", the project manager and data scientist should introduce the dashboard to the members, showing it to them and explaining how it works and how it should be integrated in the meetings.

This lecture can be done with the aid of a presentation, which is to be prepared by the project manager. Some screenshots from the first version of this presentation, that can be used as an example, can be seen in Appendix I.1.

After the completion of the 1-1 meetings with the individual organisations, the members understand their data and are aware of some data analysis. The project manager should then organise a group training session. The purpose of this group session is to train the members in these committees to perform collaborative data analysis.

## 10.5 Group training session

All members of the committee need to participate in a specifically-designed group training session, of the duration of two and a half hours. In this training session, committee members will gain a comprehensive understanding of Sbocciamo Torino in order to understand how the tool can play a significant role in shaping youth deviance policies. The interactive nature of the session, including practical exercises, encourages active participation and knowledge application. In addition, by focusing on ethical considerations and discussions related to gender inclusivity, committee members will be equipped with not only technical knowledge, but also the ethical framework for making responsible decisions.

The session is structured as following:

- Welcome and Introduction (5 minutes)
- Recap of Sbocciamo Torino (10-20 minutes)
    - Recap of the functioning of the committee, its activities, the meetings and the dashboard.
- Training to facilitate collaborative data analysis (60-90 minutes)
    - Sample group activity from committee meetings.
- Training on how to have a gendered approach in reading data and planning interventions (30-60 minutes)
- Conclusion and next steps (10 minutes)

### 10.5.1 Training for Collaborative Data Analysis

Following a short recap of the function of Sbocciamo Torino and the dashboard, the main part of the group training session should be more interactive, focusing on preparing committee members for the meetings. This is done through the modality of a collaborative data workshop based on collaborative data analysis, where the participants are divided into smaller groups, and are asked to analyse some **data placemats** with the aid of some **canvases** including prompts for discussion.

Specifically, this training session can last approximately 60-90 minutes, depending on the time available, and it should have the following structure:

1. Outline and introduction of collaborative data analysis (5 minutes)
2. Individual exercises (10-15 minutes)
    2.1. Participants are shown one data placemat, including visualisations of the dashboard pertaining to their own data.  They are then asked what information they can get from that data, and which other data from their organisation could complement that information with respect to juvenile delinquency.
3. Small-group exercise (10-20 minutes)

    3.1.    In this phase, all the participants are divided into some smaller groups of 3-5 people, made of people that do not belong to the same organisation and that do not normally work together.

    3.2.    Each individual brings in the data placemat with the data from their organisation. Each group is asked to come up with certain insights from the data that they see.

    3.3.    Each group is also asked to identify some problematic or thematic areas that may arise from the data and that they would want to have discussed during the Sbocciamo Torino meetings.

4.    Full-group discussion (10-15 minutes)

    4.1.    After the first group exercise, everyone is reunited into the full group around the table.

    4.2.    The moderator shows the dashboard and explains its difference and functionalities compared to the sheets that have been used in the previous group exercise.

    4.3.    Participants are then encouraged to discuss the insights and problematic areas together in a round table format, while the moderators show the data on the dashboard.

5.    Solution proposal in small groups (10-20 minutes)

    5.1.    Participants are asked to go back into the small groups, and think about or write down some potential solutions that they could develop within their institutions/organisations.

    5.2.    These solutions should address the pain points that they identified in the previous phase.

6.    Round table of solutions (5-10 minutes)

    6.1.    Participants are asked to briefly state the solutions that each small group came up with.

7.    Guided mock proposal (10 minutes)

    7.1.    Participants are shown the template of the proposal, and are encouraged to come up with potential ideas for this proposal. They do not have to come up with a definitive plan, but just with a sample to understand how it will be done.

The data placemats can be intended as a printed-out version of certain sections of the dashboard. Examples of the canvases and the data placemats are included in the Appendix I.2 and I.3, respectively.

The scope of this section is not to analyse data for the sake of proposing intervention to the city councillors, as during the actual committee meetings. Rather, it is an occasion for the committee members to get accustomed to the collaborative data analysis process, discussing among each other on data and visualisations, in a critical manner. This session is therefore propaedeutic to the meetings.

### 10.5.2 Training on gendered approach in reading data and planning interventions

A specific session on gender-inclusiveness should be conducted to enable the trainers - and therefore the tool - to adopt a gendered approach in reading data and planning interventions.

The gender-inclusivity session should begin by providing participants with an overview of the moral, social and legal responsibilities in line with the national and international frameworks of gender equality. Key terms such as 'gender' 'sex' 'equality' 'inclusiveness' 'mainstreaming' and 'intersectionality' should be explored to encourage participants to consider their chosen language and how this aligns to their goals of inclusivity. The five pillars of inclusivity would then be introduced: *Representation, Inclusion, Empowerment, Responsiveness and Breaking Down Stereotypes*, before participants are asked what these pillars meant to them and their work within the tool. These principles provide a framework for cities to implement inclusive practices, exploring key questions they should ask of themselves and their tools, and providing tactics for navigating delivery and any challenges along the way.

### 10.6 Alternative 1-1 training session

On the addition of new members to the team, and in the impossibility to organise a group training session for them, the project manager can decide to organise an alternative 1-1 training session with them. In this case, it is necessary that the PM has already explained to them the project during the first meeting, and obtained their data when they joined the committee.

It is always recommended to organise a group training session with the new members, so that they can be optimally trained for collaborative data analysis. However, keeping in mind the logistics, the project manager can provide a 1-1 session to the new member to go through the process of group training without the complete committee. Nevertheless, once several new members join the committee, then the PM should organise a group training session with these members and those interested from the existing committee.

### 10.7 Optional Individual Training

In addition to the comprehensive group training, individual sessions are offered by the project manager to help committee members navigate the data dashboard and address specific questions about Sbocciamo Torino. Training sessions are tailored to participants' needs to improve their familiarity with the data visualisation platform and resolve any technical uncertainties they may encounter. Each session spans 30 minutes and can be scheduled upon request, and can be done by any of the supporting members of the committee.

These one-on-one sessions enable committee members to interact directly with the dashboard. This personalised guidance aims to offer hands-on support, clarifying doubts, and helping leverage the dashboard's features efficiently. It is important to note

that while these individual sessions offer targeted support, they are intended as supplements and do not substitute attendance at the group training.

# 11.Preparation of the meetings

## 11.1 Execution of the committee meetings

After setting up the tool - the project manager prepares for the committee meetings and organises the meeting, extended committee meeting and the follow up meetings as described in the earlier Chapters 6 and 7, respectively.

## 11.2 Preparation of the Meeting

The PM is responsible for the organisation of all the Committee Meetings, as well as the Extended Committee Meetings. The project manager facilitates the meeting, prepares the agenda and meeting minutes and communicates them with the partners. In particular, their specific task for the preparation of the meetings include the following:



*Figure 10: Preparation of a Committee Meeting*

1. **Set the agenda for the meeting**.

The agenda contains the issues emerging through the patterns from the data and those proposed and agreed upon by the committee members. In particular, the project manager asks each committee member and the office of the councillor for municipal police and security policies to provide 2/3 themes they would like to discuss during the meetings, and the project manager will select them and include them in the agenda.

2. **Update the dashboard**.

The dashboard visualisations are pre-determined during the tool development. However, the project manager can edit and update them. The data scientist can aid in carrying out the edits and updates. As Sbocciamo Torino uses Turin's Urban Data Platform for the dashboard, a separate manual is not created on creating and building the visualisation/dashboards. Based on the agenda and the suggestions from the previous meeting, the data scientist updates the dashboard before the meeting, under the supervision of the PM.

3. **Plan the logistics for the meeting**.

The PM has to select a date and time for the meeting, in a way that facilitates the presence of as many committee members as possible. The meetings are set to happen every six months, or ad-hoc at the request of more than half of the committee members. The PM also has to reserve a location for the meeting, which should be one of the spaces of the city of Turin that allows for a round-table discussion (for example, CTE Next or OGR Tech).

4. **Send out invitations for the meeting**.

The invitation to the stakeholders will contain the agenda and the meeting location information. A template for the invitation has been provided as part of the Sbocciamo Torino supporting material, and can be seen in Appendix F.1. In addition to the members of the Sbocciamo Torino Committee, the project manager can invite other organisations or municipal offices depending on the agenda of the meeting or based on suggestions from the stakeholders.

The same process tasks need to be taken care of when preparing for an Extended Committee Meeting, where one or more city councillors are present.

The following diagram illustrates the activities that the Project Manager has to carry in preparation for the Committee Meetings.

## 11.3 Meeting Minutes and Intervention proposal

The Project Manager is responsible for preparing the meeting minutes for the Committee Meetings (and Extended Committee Meetings), and to share them with all the stakeholders. The Sbocciamo Torino supporting documents contain templates for the minutes of both the standard Committee Meetings and the Extended Committee Meetings, which can be seen in Appendix F.2 and F.4, respectively.

Moreover, the PM also needs to write down the intervention proposal as designed by the committee members during the standard meeting. A template for the intervention proposal is included in the supporting documents, and can be seen in Appendix F.3.

# 12. Preparation and maintenance of the dashboard

## 12.1 Overview of the Dashboard and the Urban Data Platform

The dashboard is supported by the **Urban Data Platform** (UDP), an IT tool developed for the City of Turin, which can be found at the following address:

https://dashram-tonite.comune.torino.it/.

The UDP was initially developed as part of the ToNite project (link), a previous project implemented by the City of Turin.

The data scientist is expected to have an in-depth knowledge of the Urban Data Platform, and to perform all the necessary tasks for Sbocciamo Torino on it. This includes creating charts and dashboards, and managing the database. The data scientist will be provided with a manual to the Urban Data Platform. To avoid repetition with the manual to the Urban Data Platform, here we only present a brief overview of the UDP.

The UDP is SQL-based, and it contains the SbocciamoTorino Database (based on PostgreSQL), which in turn collects all the tables with the relevant data - these include both the stakeholders' data, and the Open Data obtained from the City of Turin.

From the UDP it is possible to create charts based on the existing tables; the UDP allows for several standard visualisations, including (but not limited to) the following ones:

- Histograms
- Bar plots
- Pie charts
- Line charts
- Heatmaps
- Displays of titles and numbers
- Geospatial map-based representations powered by Kepler (https://kepler.gl/)

Dashboards can be created combining several charts. As the data follows a standard form of representation, it is possible to have a modular dashboard. This modularity provides a dynamic environment and a chance to incorporate additional data and suggestions from the co-design meetings. The visualisations can also include spatial, temporal and spatiotemporal dimensions, which can serve as the base axes of the visualisation.

## 12.2 Creation of dashboards

Prior to each of the Committee Meetings, the data scientist should create a specific dashboard for the meeting. The specific content of each dashboard should be agreed with the project manager, also considering suggestions from the stakeholders.

The data scientist should create charts using all the available data - both the Open City Data and the Stakeholders' Data, in a way that is as comprehensive as possible, including all visualisations that could be useful during a given meeting, according to its agenda. Indicatively, each meeting's dashboard should include around 20-50 charts, but the number may vary greatly depending on the available stakeholders' data and the items on the agenda. Ideally, each one of the stakeholders' datasets should be visualised on the dashboard, and each meeting's dashboard can (and should) contain some relevant charts that were present in previous meetings' dashboards.

## 12.3 Maintenance of the Sbocciamo Torino Database

With respect to data management, the data scientist should update and maintain the Sbocciamo Torino database, which should be hosted on a secure directory owned by the City of Turin. On top of this, the DS should add to the Urban Data Platform each of the stakeholders' datasets, as well as relevant datasets from the Open City Data. Specifically, the UDP contains a specific schema for Sbocciamo Torino, which should contain all the relevant datasets.

The DS should also use the UDP to make virtual datasets, which are SQL queries necessary to create charts and visualisations (more information on the virtual datasets is available in the Manual to the Urban Data Platform).

# 13. Notes for the Implementation

## 13.1 Requirements for effective Tool implementation

There are a number of requirements for the effective implementation of the Sbocciamo Torino and its successful delivery. These include:

- Someone to lead, coordinate and manage Sbocciamo Torino
- The project manager who is well versed with the delivery of the program and skilled at maintaining strong relations with the stakeholders.
- A Data Scientist to help the committee with data and dashboard.
- A Sociologist to contextualise the findings, engage with stakeholders to recognise additional data needs for improving the intervention suggestions..
- Local stakeholders willing to engage in collaborative decision making and sharing data and knowledge with other members without inhibitions.
- Equal access to the Urban Data Platform to all stakeholders.
- Access to meeting rooms for committee meetings.
- Willingness of the city councillors to discuss the proposed interventions.

# SECTION IV: CONCLUDING REMARKS

## 14. Essential Features of Sbocciamo Torino

### 14.1 Collaborative Decision-Making

1. Sbocciamo Torino supports multi-stakeholder governance by establishing a committee of stakeholders representing various relevant entities and facilitates their collaboration to discuss and deliberate on interventions, promoting collective decision-making.
    a. The tool engages each stakeholder in the process through collecting and sharing their data, and participating in the co-design meetings provides a platform for them to present and analyse their data, share their expertise, and collaborate in designing interventions.
    b. The tool provides a data dashboard to visualise relevant data, enabling evidence-based decision-making.
    c. The co-design meetings involve assessing data, brainstorming interventions tailored to neighbourhood needs, and ensuring that the proposed interventions are scientifically supported by data.
    d. The impact of interventions is also evaluated by comparing new data with pre-intervention data, ensuring that they are evidence-based and responsive to local needs.
2. The tool supports situation assessment in the neighbourhoods (Circoscrizione) and districts (Quartiere) through collecting and sharing (filtering) data that can be specific to Circoscrizione and Quartiere, allowing for a localised understanding of the situation.
3. The tool assists in decision-making by:
    a. enabling collaborative evaluation of the situation through data collection and visualisation to determine whether an intervention is necessary based on the evidence presented.
    b. co-design meetings that provide a platform for stakeholders to brainstorm and deliberate on the most suitable types of interventions.
    c. facilitating discussions among stakeholders from various sectors, including the Police, NGOs, Social workers, Mediators, and Citizen representatives, to assess the feasibility of proposed interventions, considering available resources and expertise.
4. The design, specifically the collaborative data analysis component, trains the stakeholders on effective co-design of interventions.
5. Sbocciamo Torino includes a wide range of stakeholders. During the first round of tool implementation, stakeholders from the office of city councillor for safety

policies, education services, the rights guarantor office, local police through proximity police, the office of social and health services, three NGOs and associations in the domain of sports, culture, youth withdrawal, addiction, and a charity organisation for children.

## 14.2 Data Collection and Management

1. The design supports regular, user-friendly data collection from all committee members in their areas of competence with the help of a data scientist intern to avoid additional burdens on the stakeholders.
   a. The design uses the same data type and structure as the stakeholder's data.
   b. The design layouts that all the stakeholders will share the data with the project managers annually and to the data scientist intern in turn.
   c. The design only uses textual data for the first phase of implementation.
2. The dashboard visualises the following data:
   a. Students with prolonged absence
   b. Results of police survey on youth aggression
   c. Conviction data on young adult offenders
   d. Young people in the association supporting people suffering from withdrawal and addiction
   e. Members of the sports and culture associations
3. The tool includes a digital dashboard that serves as a central platform for visualising data in a visually understandable format, that includes graphs, charts and maps.

## 14.3 Sustainability

Sbocciamo Torino provides a sustainable approach to decision support by facilitating the easy addition of new data with the help of supporting members to ensure it remains up to date and using an already existing platform that is in use across the city to create the dashboard. The data scientist can help in scaling up the visualisations on the addition of new members.

## 14.4 Technical Requirements

The tool uses the Urban Data Platform of the City of Turin to create the data dashboard.

# APPENDIX A: Branding Elements
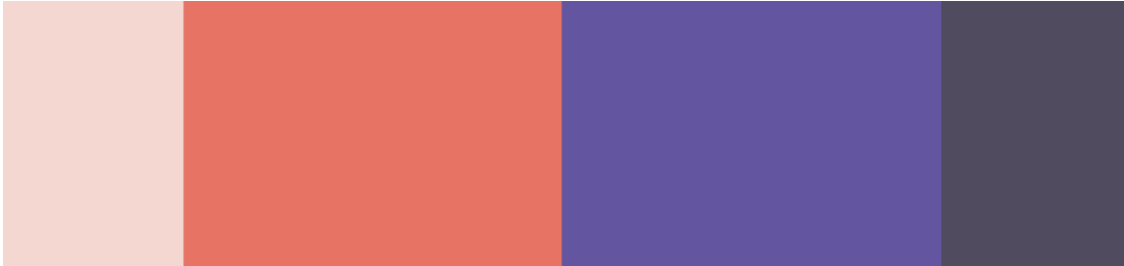
## A.1 Colours



*Figure 3: Colour palette chosen for Sbocciamo Torino*

The colours are inspired to two main components:

- The orange from the "Porta Palatina", the main gate through the fortress that protected the city in Roman Times. This connection to the city aims to create a sense of belonging for the project.

- The purple, as the main colour from the IcARUS Project, the mother of the Sbocciamo Torino

Both colours are adaptations of their references so that they can work together do give a sense of trust and confidence, but at the same time a warm and friendly personality

## A.2 Typography

# Pathway Extreme

*Figure 4: Pathway Extreme, the typeface chosen for Sbocciamo Torino*

The typeface chosen for Sbocciamo Torino is Pathway Extreme. Modern and filled with personality, Pathway Extreme is a very flexible and robust typeface. It allows to create big and powerful headlines, but is still very readable in smaller sizes.

## A.3 Graphic Components
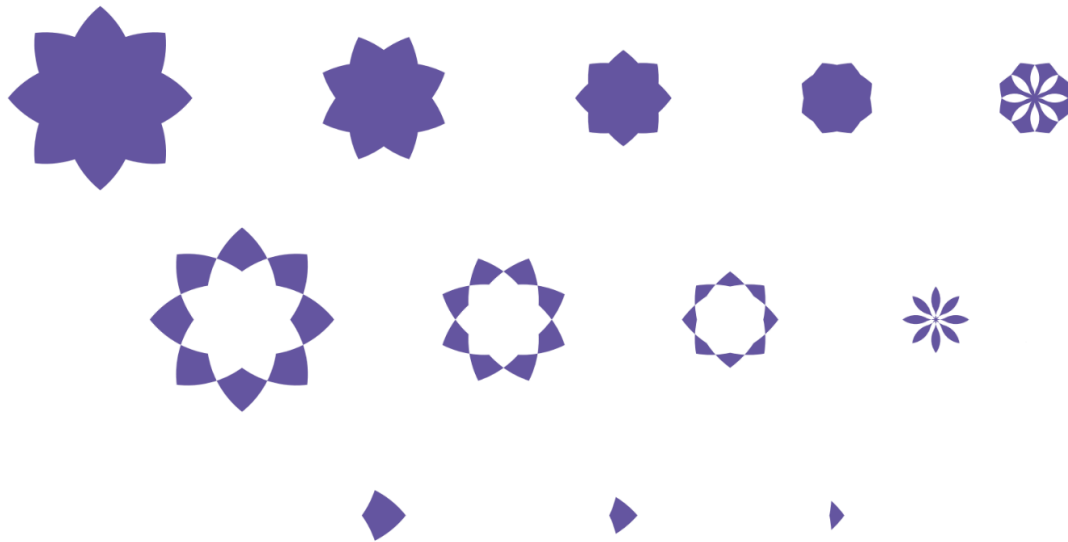


*Figure 5: Components for Sbocciamo Torino*

Deconstructing the logo we get different bits and pieces. These elements represent the different actors in the project that contribute to the decisions and initiatives but also those that will benefit from the outputs of the project.

These elements working together will create the community that will make this programme grow and flourish.

# APPENDIX B: Branding Merchandise

You can find below some mock-up of the branding merchandise:

# APPENDIX C: Sbocciamo Torino Charter

**Preamble:**

We, the undersigned stakeholders of Sbocciamo Torino, united by a shared concern for the well-being and future of our youth, hereby establish this Charter to formalise our commitment to collaborative action in addressing the critical issue of juvenile delinquency within our city. Recognizing the significance of data-driven interventions and collective efforts, we come together to form a network aimed at fostering evidence-based solutions through open dialogue, cooperation, and informed decision-making.

**Article I: Purpose and Objectives:**

1. The purpose of the Sbocciamo Torino is to collaboratively deliberate, co-produce, and implement interventions that effectively address juvenile delinquency and create a safer environment for our city's youth.

2. Our primary objectives include:

    a. Sharing knowledge, expertise, and resources to develop evidence-based intervention strategies.

    b. Utilising a digital dashboard to visualise relevant data that informs decision-making.

    c. Encouraging data sharing among committee members to facilitate comprehensive problem-solving.

    d. Establishing a forum for open discussions that promote innovative and effective solutions.

    e. Fostering transparency, trust, and inclusivity among all stakeholders involved.

**Article II: Membership and Participation:**

1. Membership in the Governance Network is open to institutions and organisations that are committed to addressing juvenile delinquency in Turin. Eligible members include representatives from government agencies, educational institutions, non-governmental organisations, law enforcement, community groups, and other relevant entities.

2. Each member institution shall contribute relevant data to the dashboard, ensuring a cooperative environment where data sharing is essential for informed decision-making.

**Article III: Roles and Responsibilities:**

1. Sbocciamo Torino shall establish a Committee composed of representatives from member institutions. The Committee will be responsible for proposing evidence-based intervention strategies to the municipal councillors of the city.

2. Committee members shall actively participate in meetings, share expertise, and collaborate on interventions. They shall also ensure the accurate and timely provision of relevant data for the digital dashboard.

**Article IV: Data Governance and Security:**

1. Members shall adhere to data-sharing protocols that prioritise the security and confidentiality of sensitive information. Data shared within the tool shall be used solely for the purpose of devising and implementing interventions.

2. Sbocciamo Torino shall implement necessary measures to protect data integrity, prevent unauthorised access, and comply with relevant data protection laws.

**Article V: Decision-Making and Consensus:**

1. Decisions within Sbocciamo Torino shall be made through consensus, taking into account the expertise and perspectives of all members.

2. In the event that consensus cannot be reached, decisions shall be made by a supermajority vote of ⅔ members, ensuring that a broad consensus is still achieved.

**Article VI: Dashboard and Data Visualization:**

1. Sbocciamo Torino shall develop and maintain a digital dashboard that visualises pertinent data related to juvenile delinquency. This dashboard will serve as a tool for informed discussions and evidence-based decision-making.

2. The dashboard shall be accessible to all Committee members, ensuring transparency and promoting shared understanding of the data.

**Article VII: Charter Signing and Commitment:**

1. All member institutions shall officially sign this Charter, signifying their commitment to the principles, objectives, and responsibilities outlined herein.

2. By signing this Charter, member institutions pledge to actively contribute to the Sbocciamo Torino's initiatives and collaborate towards meaningful interventions.

**Article VIII: Amendment and Review:**

1. This Charter may be amended by mutual agreement of the Sbocciamo Torino's Committee members.

2. Periodic reviews of the Charter shall be conducted to ensure its relevance and effectiveness in addressing juvenile delinquency.

In witness whereof, we, the undersigned representatives of Turin's institutions and organisations, do hereby adopt and enact this Charter on this day of [**Date**].

Signatories:

[Names and Titles of Representatives]

# APPENDIX D: Text of the Brochure

**Sbocciamo Torino**

Empowering Communities to co-create data-driven interventions to prevent juvenile delinquency

**Introduction**

The city of Turin believes in the power of collaboration and data-driven decision-making to address the complex issue of juvenile delinquency. To achieve this, we've developed a unique multi-stakeholder governance network model that brings together various community members, professionals, and experts. This model is supported by an advanced digital dashboard designed to provide data-driven insights to guide our efforts.

**Vision**

Sbocciamo Torino changes the traditional perspective in countering juvenile delinquency from an emphasis on punishment to a focus on prevention to create a safer and more inclusive environment for our youth. The Committee uses the data to identify and analyse the problems and causes of juvenile delinquency and to discuss and design evidence-based intervention plans. The committee convenes periodically to discuss, deliberate and design interventions on juvenile delinquency prevention to be presented to the municipal councillors of Turin.

**Key Features of Our Tool**

1. **Multi-Stakeholder Committee**: Our model includes a diverse committee of stakeholders, ensuring that all perspectives are considered. This committee includes: Local Police, Actors Connected with Juvenile Delinquency Prevention (CIty offices and Associations) and Offices of Councillors for Municipal Police and Security, Educational and Youth Policies, and Innovation. The Committee is also supported by a project manager from Turin, a sociologist and a data scientist.

2. **Data and Dashboard**: We employ a state-of-the-art digital dashboard that visualises relevant data related to juvenile delinquency contributed by the city and committee members. This tool offers important insights through data and assists stakeholders in making informed, evidence-based intervention suggestions.

3. **Stakeholder Involvement:** Our model encourages the involvement of additional members and stakeholders, ensuring flexibility and adaptability to emerging issues.

4. **Consensus Building**: The committee aims to reach a consensus on intervention ideas, ensuring that decisions are made collectively and reflect the best interests of the community.

**Contact Information:**

Phone: **[Phone Number]**

Email: **[Email Address]**

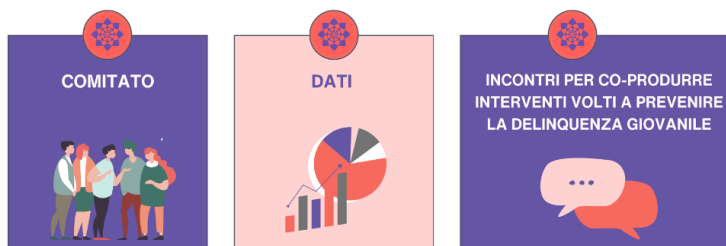**Join Us in Creating a Safer Future for Our Youth!**

Together, we can make a difference in the lives of our city's youth and build a stronger, more connected community. Join our collaborative efforts to combat juvenile delinquency and create a brighter future for all.

# APPENDIX E: Sbocciamo Torino Presentation

## Il modello Sbocciamo Torino

Il comitato durante le **riunioni** avrà la possibilità di:

- visualizzare i **dati** e discuterne insieme;
- **analizzare** le cause ed i possibili rimedi così da **individuare** le principali problematiche;
- decide un **piano di intervento**;
- **condividere** la proposta con gli assessori.

IcARUS

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## Il modello Sbocciamo Torino

**PLTO**



- ORGANIZZAZIONE RELIGIOSA
- ASSOCIAZIONI DI CITTADINI
- SCUOLE
- UFFICIO DI GARANZIA DEI DETENUTI
- UFFICIO COMUNALE SULL'ISTRUZIONE
- ONG E ASSOCIAZIONI
- SERVIZI SOCIALI
- POLIZIA DI PROSSIMITÀ

Il Comitato sarà un insieme di enti pubblici e privati che lavorano su tematiche legate ai giovani adulti.

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## I benefici

Come possiamo facilitare il processo decisionale collaborativo per sviluppare interventi che affrontino la devianza giovanile e promuovano azioni basate sui dati?

**PRIMA**

nessun dato aggregato sui giovani adulti
approccio dall'alto verso il basso
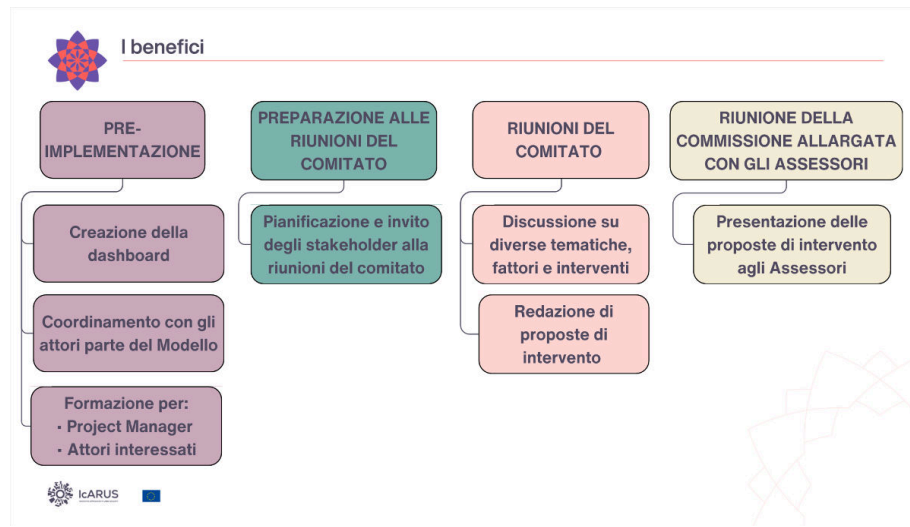politica più focalizzata sul "post"

**DOPO**

dati aggregati sui giovani adulti
comitato di collaboratori
riunioni per pianificare interventi
focus sulla prevenzione

IcARUS

I benefici

**PRE-IMPLEMENTAZIONE**

Creazione della dashboard

Coordinamento con gli attori parte del Modello

Formazione per:
· Project Manager
· Attori interessati

**PREPARAZIONE ALLE RIUNIONI DEL COMITATO**

Pianificazione e invito degli stakeholder alla riunioni del comitato

**RIUNIONI DEL COMITATO**

Discussione su diverse tematiche, fattori e interventi

Redazione di proposte di intervento

**RIUNIONE DELLA COMMISSIONE ALLARGATA CON GLI ASSESSORI**

Presentazione delle proposte di intervento agli Assessori

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# APPENDIX F: Sbocciamo Torino Templates

## F.1: Template for Meeting Invitation

Dear partners,

I hope this message finds you well. I greatly appreciate your active participation in the activities of Sbocciamo Torino where your invaluable contributions have provided us with essential insights into our young community's needs and concerns.

I cordially invite you to the [**number of the meeting**]st/nd/th/rd stakeholders committee meeting where we will continue our collaborative efforts to address and tackle the challenges related to juvenile delinquency in our city. Your insights and expertise as a valued stakeholder are crucial in shaping evidence-based interventions and creating a positive impact on the lives of our youth.

**Meeting Details:**

Date: [**Date of the Session**]

Time: [**Start Time**] - [**End Time**]

Location: [**Venue or Virtual Meeting Link**]

Agenda:

1. Welcome and Introduction
2. Review of Previous Meeting Minutes/Suggestions
3. Presentation of Data Dashboard
4. Insights and Trends Discussion
5. Group Brainstorming Session
6. Next Steps and Collaborative Planning
7. Closing Remarks

Your participation in this meeting is invaluable, as we work together to co-produce effective interventions that will positively influence the lives of our city's youth.

Thank you for your dedication to our shared goal of fostering a safe and thriving environment for our young community members. We look forward to your contributions at the meeting.

Warm regards,

[*Email Signature*]

## F.2: Template for Committee Meeting Minutes

**Meeting Minutes for the Sbocciamo Torino meeting number [*number of the meeting*]**

*Date and time*: [**Date and start time of the session**]

*Location*:        [**Location of the meeting**]

*Attendees*:

[**Full list of attendees**]

*Absences*:

[**Full list of absentees**]

*Agenda items*:

- [**agenda item and its main topics of discussion**]

- [**agenda item and its main topics of discussion**]

- [**agenda item and its main topics of discussion**]


*Additional items*

- [**additional agenda item**]

- [**additional agenda item**]

- [**additional agenda item**]

*Action items from the previous meeting*:

- [**new actions taken since previous meeting and outcomes**]

- [**new actions taken since previous meeting and outcomes**]

- [**new actions taken since previous meeting and outcomes**]

*Data dashboard*

[**summary of the data that has been discussed**]

*Insights and trend discussion*

- [**discussion item/ insight from the data**]

- [**discussion item/ insight from the data**]

- [**discussion item/ insight from the data**]

*Intervention directions*

- [**intervention idea/ proposal – short description**]

- **[intervention idea/ proposal – short description**]

Note: a longer description of the intervention proposal is included in the Annex.

*Suggestions for new data and/or visualisations to be included*:

- [**New data suggestion**]
- [**New data suggestion**]
- [**New data suggestion**]

*Next action items / objectives before next meeting*:

- [**objective/ action to be taken**]
- [**objective/ action to be taken**]
- [**objective/ action to be taken**]

*Next meeting agenda suggestions*:

- [**next agenda item**]
- [**next agenda item**]
- [**next agenda item**]

*Next meeting tentative date and place*:

[**Next meeting date and place**]

## F.3: Template for Intervention Proposal

**Title for the Proposal**

*Subject*: [**Subject or scope of the intervention**]

*Summary*: [**Brief description of the intervention. It shall include the main goals**]

*Location*: [**Where the intervention is going to take place**]

*Problems*: [**Issues to be addressed**]

*Factors*: [**Factors and circumstances contributing to the problem**]

*Goals*: [**Why the intervention is taking place, objectives of the intervention**]

*Scope*: [**Subject area of the intervention**]

*Target*: [**Who is the target audience of the intervention**]

*Duration*: [**How long it is going to last**]

*Mode*: [**How the intervention is going to be implemented**]

*Leader*: [**Who would be responsible for the intervention, i.e. specific person, office, agency or organisation**]

*Actors*: [**Who will intervene? Examples: Proximity police, organisations, municipal workers, public administration**]

*Human resources*: [**List of required human resources**]

*Technical resources*: [**List of technical and technological resources**]

*Funding*: [**Estimate of the funding needed for the implementation of the proposal (on top of current funding)**]

*Proposed start date*: [**Proposed start date**]

*Proposed end date*: [**Proposed end date**]

*Action plan outline*: [**Short draft of a proposed action plan**]

*Data collected*: [**List of data collected during the intervention, to be presented in the next meeting**]

*KPIs*: [**Key performance indicators and metrics to assess the implementation**]

*Monitoring*: [**Additional monitoring for the intervention, e.g. periodic supervision by the school board, the police or organisations**]

*Challenges*: [**List of known issues, barriers and challenges that may be an impediment to the implementation of the intervention**]

*Risk mitigation*:     [**Measures to limit the known challenges**]

*Previous experiences*:       [**List of previous similar or relevant projects, in Turin or other cities**]

*References*:    [**List of relevant links and references**]

## F.4: Template for Extended Committee Meeting Minutes

**Meeting Minutes for the Sbocciamo Torino extended committee meeting number [*number of the meeting*]**

*Date and time*: [**Date and start time of the session**]

*Location*: [**Location of the meeting**]

*Attendees*:

[**Full list of attendees**]

*Absences*:

[**Full list of absentees**]

*Agenda items*:

- [**agenda item and its main topics of discussion**]
- [**agenda item and its main topics of discussion**]
- [**agenda item and its main topics of discussion**]

*Intervention suggestion*

[**summary of the intervention suggestion**]

Note: a longer description of the intervention suggestion is included in the annex

*Discussion on the intervention*

- [**Discussion point**]
- [**Discussion point**]
- [**Discussion point**]

*Next steps*:

- [**Action to be taken**]
- [**Action to be taken**]
- [**Action to be taken**]

*Plan and agenda for next meeting (if scheduled):*

- [**Agenda point for next meeting**]
- [**Agenda point for next meeting**]
- [**Agenda point for next meeting**]

*Next meeting date and place*:

[**Next meeting date and place**]

F.5: Graphics from the Presentation Template

Fai clic per aggiungere testo

Fai clic per aggiungere testo

**Fai clic per aggiungere testo**

IcARUS

Fai clic per aggiungere testo

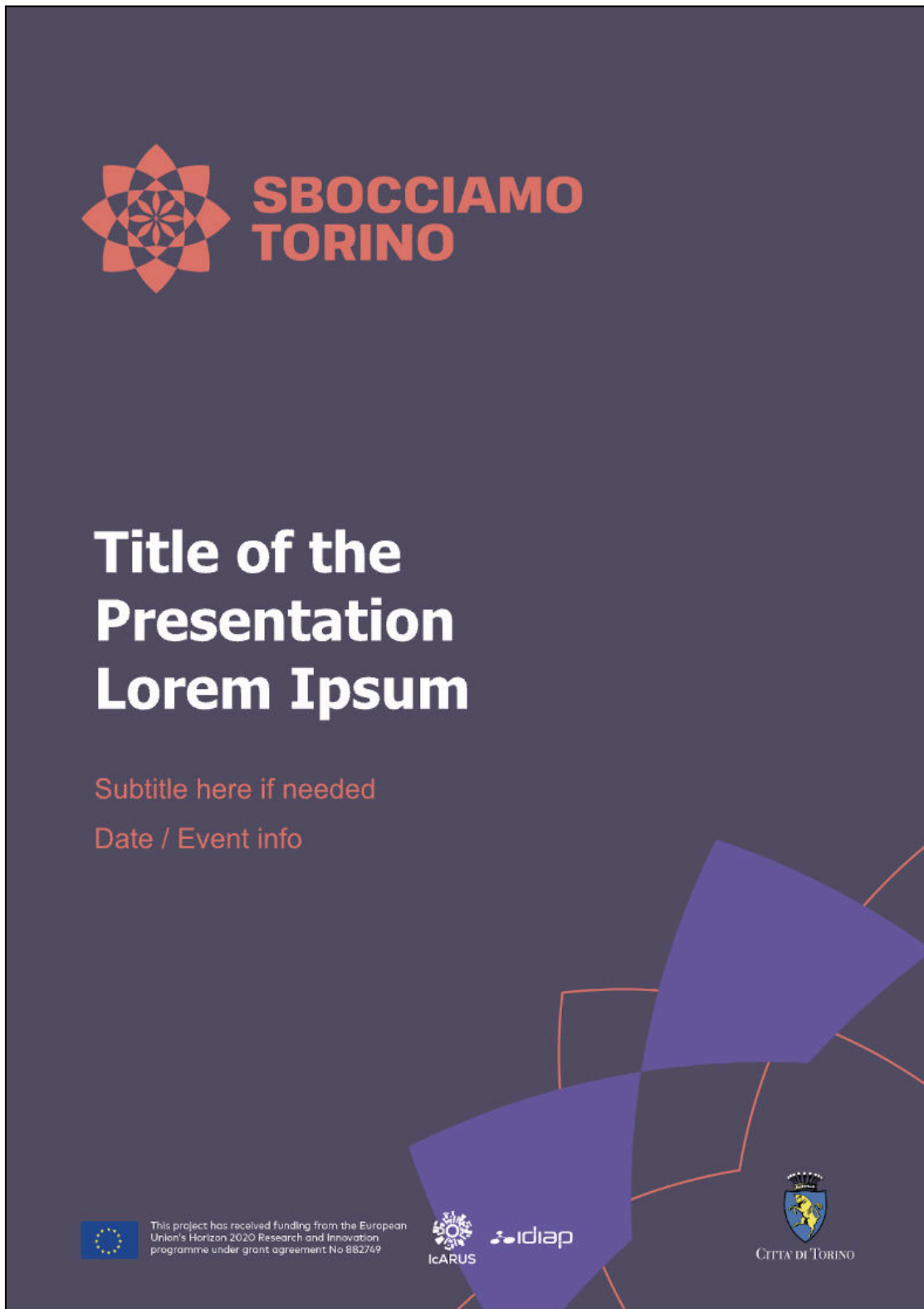**Fai clic per aggiungere testo**

Fai clic per aggiungere testo

*Fai clic per aggiungere testo*

**Fai clic per aggiungere testo**

IcARUS

F.6: Graphics from the Text Document Template

**SBOCCIAMO TORINO**
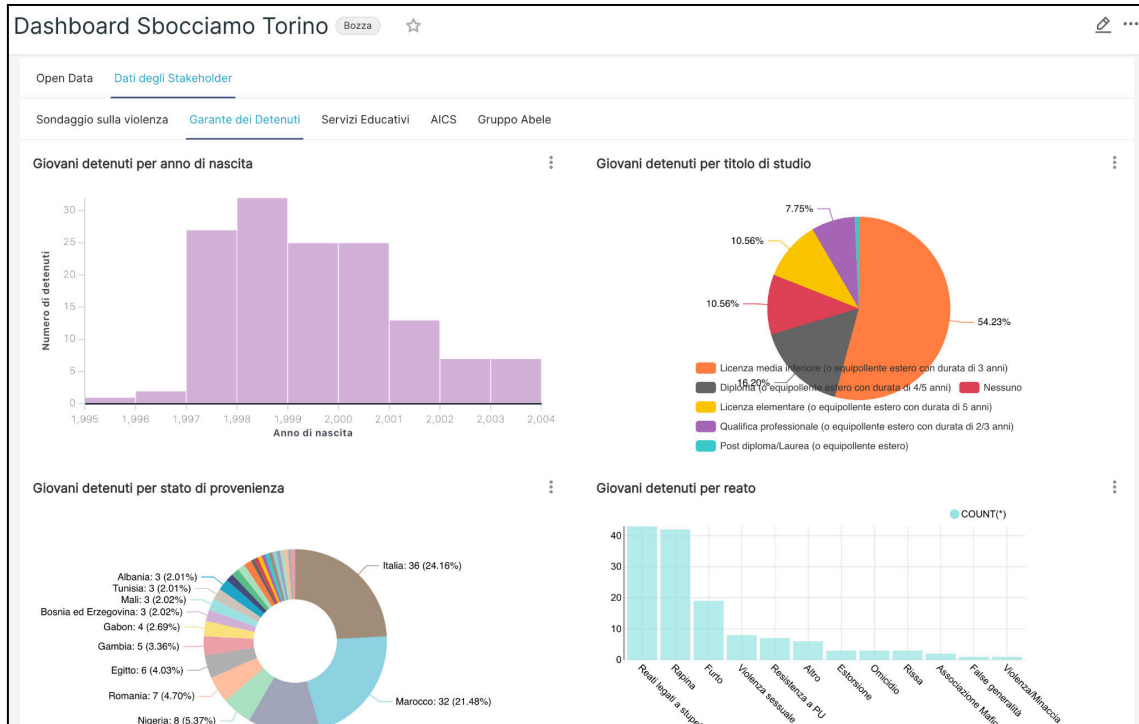
# 1. Executive Summary

Here you write the executive summary (up to 1-1.5 page).

IcARUS · idiap

# APPENDIX G: Sample Charts from the Dashboard

## G.1: Sample of the dashboard

## G.2: Samples from individual charts



Minori e genitori con figli inseriti dalla Città di Torino in strutture residenziali suddivisi per Circoscrizioni - Anno 2020



Stazioni polizia municipale



Segnalazioni alla polizia municipale per categoria (Gennaio–giugno 2019)



Residenti per circoscrizione ed età
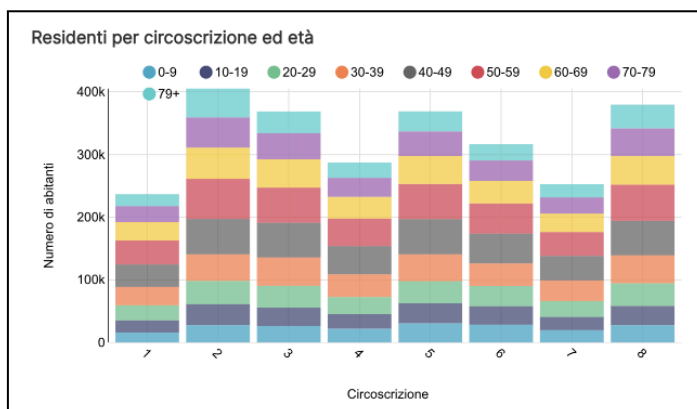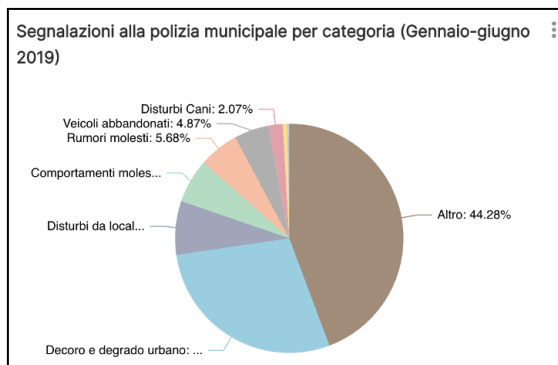
# APPENDIX H: Training Handouts

## H.1: Guide to Sbocciamo Torino

**Introduction**

This document serves as a manual to *Sbocciamo Torino*, the IcARUS tool for the City of Turin. It is intended to be a general but comprehensive guide for all the stakeholders. The supporting members of the committee are also provided with specific additional manuals.

**Overview**

*Sbocciamo Torino* is a multi-stakeholder governance network model to deliberate and co-produce interventions around preventing juvenile delinquency issues in the city of Turin. The design of this governance network involves a committee of stakeholders working to make evidence-based intervention suggestions aided by a digital dashboard that visualises data relevant to the juvenile delinquency problem.

The City of Turin implements the tool, and it involves three categories of stakeholders - Actors connected with the Juvenile delinquency issue in the city, the offices of the city councillors for municipal police and security policies, educational and youth policies, and innovation, and a project manager and supporting members. The actors connected with prevention of juvenile delinquency include but are not limited to the Proximity Police, Office of the Guarantor of the Rights of Persons Deprived of Personal Liberty, Educational Services Division, Religious organisations, Municipal office for Social services, Youth committees, relevant NGOs and Citizens. The project manager can include additional members as the need arises. The committee of stakeholders assembles and discusses the juvenile delinquency interventions once every six months at the meetings mediated by the project manager and supported by a sociologist and a data scientist. Upon reaching a consensus on the intervention, the committee presents the intervention idea(s) to the office of the three councillors. Together with all the stakeholders, the tool delivery comprises the following key activities:

- Stakeholders regularly collect and share their data with the committee.
- A dashboard visualises the data from the stakeholders and other relevant publicly available data.
- Regular co-design meetings of the stakeholders to assess the type of intervention to be implemented based on scientific data with the following sessions:
  - Present and analyse each other's data.
  - Brainstorm and co-design interventions for each neighbourhood based on its needs.
  - Assess the feasibility of the interventions.

- ○ Design and draft the intervention proposal and include the new data to collect.
  - ○ Assess the impact of the intervention by comparing new data with the ones related to the pre-intervention situation.
- ● Present and discuss the intervention with the city councillors, during the extended committee meetings.

**Components**

The *Sbocciamo Torino* tool is centred around the following **main components**:

- ● A **committee** comprising members from public and private institutions and organisations that work on matters related to prevention of juvenile delinquency in Turin.
  - ○ This committee is integrated with a project manager, a sociology researcher with expertise in Juvenile delinquency and a data scientist, as **supporting members**.
- ● A **dashboard** visualising relevant data on the topics of youth deviance, which is in part open data, and in part provided by stakeholders and members of the committee. As an example, these data may include demographics, school dropouts, surveys on youth aggression and conviction of young adult offenders and other data on the previous interventions addressing youth delinquency that the stakeholders can share with the committee.
- ● A **committee meeting** to co-produce interventions aimed at preventing juvenile delinquency. The meeting is aimed at decision making through data and visualisations
- ● An **extended committee meeting** with the Municipal Council (councillors) for presenting and discussing the interventions for implementation.

In addition to these main components, the tool also include the following **supplementary components**, which are helpful and necessary in maintaining Sbocciamo Torino:

- ● The **Sbocciamo Torino supporting material**, comprising the following:
  - ○ Sbocciamo Torino Charter
  - ○ Sbocciamo Torino Brochure
  - ○ Sbocciamo Torino Presentation
  - ○ Sbocciamo Torino Templates
    - ■ Invitation Template
    - ■ Committee Meeting Minutes Template
    - ■ Extended Committee Meeting Minutes Template
    - ■ Intervention Proposal Template
    - ■ Presentation Template
    - ■ General Document Template

- **Training material** and guidelines for Stakeholders to use the tool. These include:
  - Guide to Sbocciamo Torino
  - Sbocciamo Torino Handout to Committee Members
  - Dashboard Handout
  - Project Manager's Handout
  - Data Scientist's Handout
  - Sociologist's Handout
- Branding Merchandise of Notebooks, Pins, Pens, Folders, Stickers, Tote bags and bottle openers.

## Sbocciamo Torino Committee

The multi-stakeholder committee is a diverse group representing various sectors and perspectives, including law enforcement, social services, education, community organisations, and youth. Their primary role is to provide comprehensive insights into the complexities of juvenile delinquency and collaboratively develop effective interventions. The committee's diverse composition ensures a holistic understanding of the issue and brings together different expertise. Their collective input helps in crafting well-rounded and culturally sensitive interventions that address the multifaceted nature of juvenile delinquency. Any member who wants to join the committee should provide data relevant to the issue. This protection is in place to prevent insecurity among stakeholders about sharing their data. Some committee members might not have the data in digital format or most of it is oral/anecdotal. In such cases, the supporting members provide assistance in obtaining their data in digital form, presenting it through visualisations. The committee is composed of members from the following organisations and the project manager can invite other organisations and municipal offices as the need arises:

- Local Police
- Office of the Guarantor of the Rights of Persons Deprived of Personal Liberty
- Educational Services Division
- Municipal office for Social Services
- Religious Organisations
- NGOs, Associations and Youth committees
- Citizens

## Supporting members of the committee

### Project Manager

The Project Manager (PM) from the Municipality of the city of Turin will be the nodal agent and first contact person for the tool. Their role involves presenting the tool to stakeholders, helping them get onboard and organising training for new members to

become part of Sbocciamo Torino. They will facilitate the committee meetings in addition to organising them and ensuring the committee aligns with the goals of Sbocciamo Torino. The PM will liaise and communicate with the committee and supporting members of the tool. They will also work together with the data scientist to update the dashboard and add new data to it as the need arises. PM plays a crucial role in maintaining smooth collaboration among members and their oversight ensures that the tool's functionalities meet the committee's requirements and that the project progresses effectively.

**Sociologist**

The Sociologist provides a sociocultural perspective on juvenile delinquency, interpreting data within the broader societal context. They offer insights into underlying social factors that contribute to delinquency. In addition, they will engage with stakeholders to recognise additional data needs for improving the intervention suggestions and also propose new data points that the stakeholders can collect. The Sociologist's expertise complements data analysis by contextualising findings. Their insights into social dynamics and root causes help develop interventions that address the core issues driving juvenile delinquency. The project manager appoints the sociologist who will volunteer to be part of the committee.

**Data Scientist**

The Data Scientist (DS) supports the data and dashboard components of the tool. Along with visualising publicly available data on the dashboard, they will collect, process and visualise the data from the stakeholders. DS will aid the committee members in analysing the data, identifying patterns, correlations, and trends within the data to provide evidence-based insights. DS's expertise in data analysis will offer valuable insights to the stakeholders that informs their decision-making. By transforming complex data into accessible visualisations, DS enables the committee to make informed choices when designing interventions. The project manager appoints the data science intern to be part of the committee.

**Types of stakeholders**

The table below summarises the roles of the different users who are part of Sbocciamo Torino. While all of them interact with the tool one way or the other, there are differences in the ways in which they provide data to the tool and participate in the meetings to co-design interventions. Members of the stakeholders' committee are expected to provide data from their organisation or institution, and are also part of the intervention design. The supporting members of the committee are also present during the meeting, but do not have voting rights, provide data, or co-create the intervention, as they have different support roles. The third set of users, specifically the offices of the municipal councillors, do not provide any data, do not co-design the interventions and are not part of the meeting but are aware of the tool and receive the outcome of the

meetings, and they participate to the extended committee meetings to be informed of the intervention proposals.
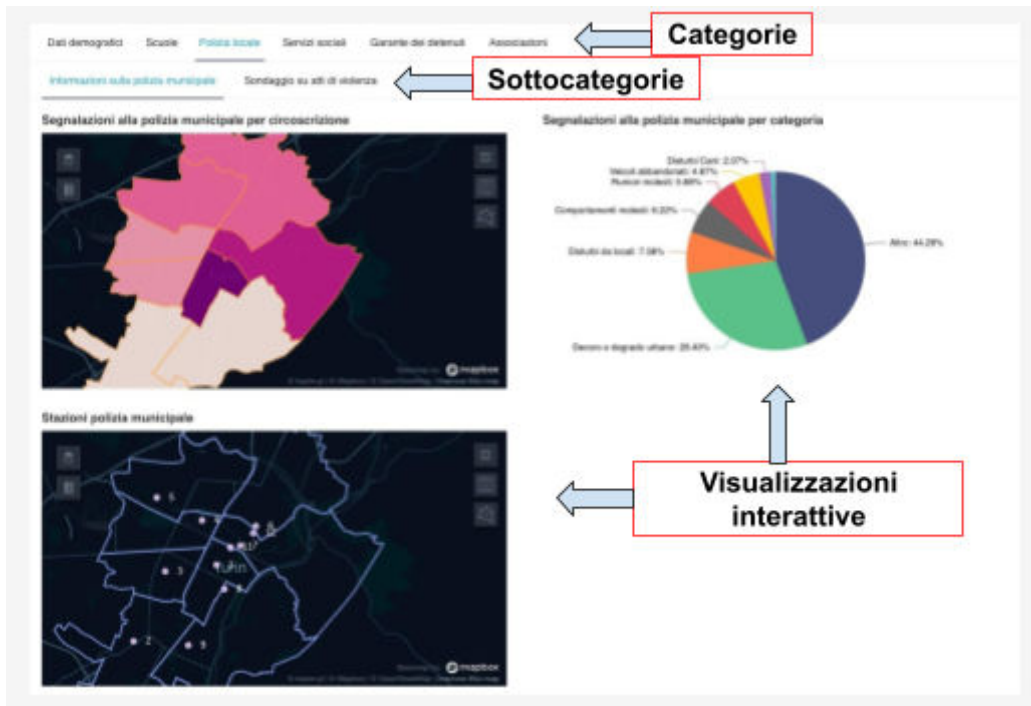
| User | Provide Data | Co-design Intervention | Attend Committee Meeting | Attend Extended Committee Meeting |
|---|---|---|---|---|
| Members of the committee | ✔ | | | |
| Project manager, Sociologist and Data Scientist | ✘ | | ✔ | |
| Offices of the municipal councillors | ✘ | | | ✔ |

**Data Dashboard**

The Dashboard is one of the key components of Sbocciamo Torino. It visualises pertinent data related to youth deviances, and serves as a tool for informed discussions and evidence-based decision-making. The Dashboard is supported by the Urban Data Platform (UDP), an IT tool developed for the City of Turin.

The dashboard has a modular design, and the data is visualised through two primary axes. The charts are divided into different categories in a modular manner, in a way that provides a dynamic environment and a chance to incorporate additional data and suggestions from the co-design meetings. It is possible to aggregate and visualise these datasets in spatial, temporal, and spatiotemporal dimensions.

With data on multiple aspects of a *circoscrizione (*borough) or district available, the committee can use it to have hyper-localised conversations about the problems and potential solutions and obtain insights at the level of *circoscrizione* (or district). For example, one can differentiate the services and spaces in circoscrizione 1 and compare it with the circoscrizione 4, together with the youth aggression data in those boroughs. One can also see the effect of the presence of public places, leisure spots, and police offices on youth aggression and school dropouts. The following is an example of the dashboard:

Although the stakeholders cannot add new data or visualisations directly to the dashboard, they can suggest them to the project manager. As the Urban Data Platform does not have an option to provide view-only access, the stakeholders will be able to interact with the dashboard only during the project meeting. However, the project manager can share a PDF of the visualisations with the stakeholders.

**Data**

The data can be broadly categorised into two types: **Open City Data** and **Stakeholders' Data**. First, the city of Turin's demographic, services and public spaces data available in the open data portals (hereon, open city data). The second type comprises the data provided by the stakeholders committee (hereon, stakeholders' data). Sbocciamo Torino's development does not involve explicit data collection, but uses either publicly available information that is accessible irrespective of the project or the data collected, maintained and made available by the stakeholders.

There are 8 major data owners:

- Geoportale: By the city of Turin
- AperTO: Open-data portal of the city of Turin
- Polizia Municipale: Municipal Police
- Ufficio orientamento scolastico: School guidance office
- Ufficio garante detenuti: Office of Prisoner guarantor

- NGOs and associations

**Open City Data**

Open city data comprises two subtypes of data related to the city. The data on services (markets, cinemas, museums, libraries, sports facilities, police stations) and public spaces (pedestrian areas and green areas) compose the first type of data (hereon, city services data). The data for each of these services contain their name, geo-localised address, and contact details. Demography of the population of Turin is the second type of data that includes information on the number of people in each ward of the city separated based on age, sex, civil status, nationality and support from the city (hereon, city demographic data). The open city data aids in drawing insights into services and demography per ward and visualising them on a map to view their distribution and density.

AperTO and Geocatalogo Comune di Torino provide access to the open data from the city and are directly accessible through the dashboard hosting platform. The websites of these two sources provide the following rights to use the data.

**Stakeholder Data**

These data are provided directly by the members of the stakeholders committee for the purpose of Sbocciamo Torino. All the datasets need to be anonymised by the stakeholders, and not to contain any personal information. Storage and processing of the datasets can start only after removing all personal data. Apart from summarising each dataset, these datasets are used to create charts that contribute to the dashboard.

A one-to-one-to-many type of data sharing is used, to reduce the communication backlog and avoid multiple bottlenecks in data sharing. The city of Turin liaisons with the various offices in the municipality and with all the stakeholders to collect the data. The diagram below shows the data flow to the dashboard. The stakeholders sharing the data shall share their data by email to the project manager at least once per year in the format specified in Table 1. The project manager, with the help of the data scientist, collects data, uploads it to an ad hoc directory owned by the City of Turin, and updates the visualisations that are not directly accessible through the hosting platform.
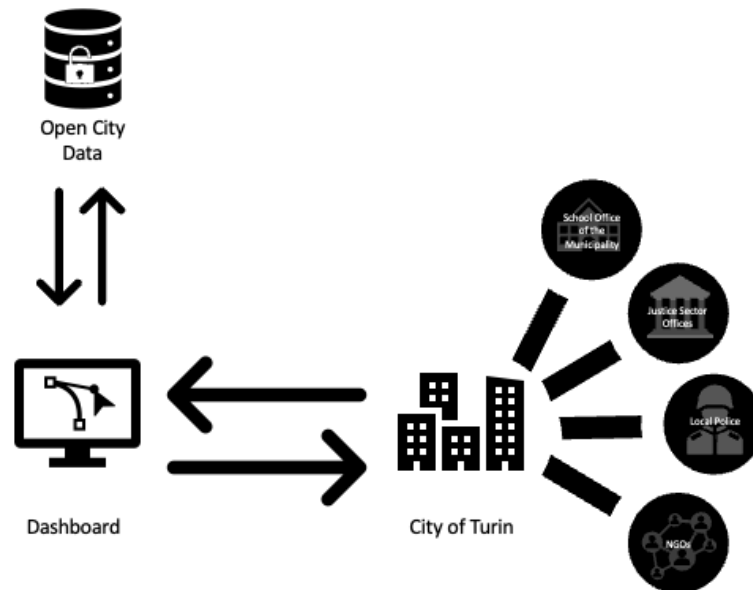
Some of the stakeholders may have existing visualisations and dashboard. If this is the case, arrangements can be made with the Project Manager and Data Scientist to use these instead of adding them to the Sbocciamo Torino dashboard.

**Committee Meetings**

The city of Turin, through the project manager, organises the meetings of the committee of stakeholders. The project manager schedules a meeting session at least once every six months or at adhoc on the request of the majority members. A mix of permanent and invited members are part of each meeting. In addition, the project manager can invite other organisations or municipal offices depending on the agenda of the meeting or based on suggestions from the stakeholders. The Manual of the Sbocciamo Torino Project Manager contains details on the preparation of the meetings.

During each meeting, each stakeholder can bring a maximum of two participants to the meetings, which occur at one of the event spaces of the city of Turin (for example, CTE Next or OGR Tech) in a round table format. The primary aim of these co-design meetings is for the stakeholders to collectively and collaboratively assess the situation, identify the problems, find the causes and remedies, and strategize an intervention conjunctively based on evidence/data. The project manager should only intervene in the debates to ensure everyone gets a chance to talk, and act as a moderator. The data scientist and sociologist shall only intervene when their help is requested.
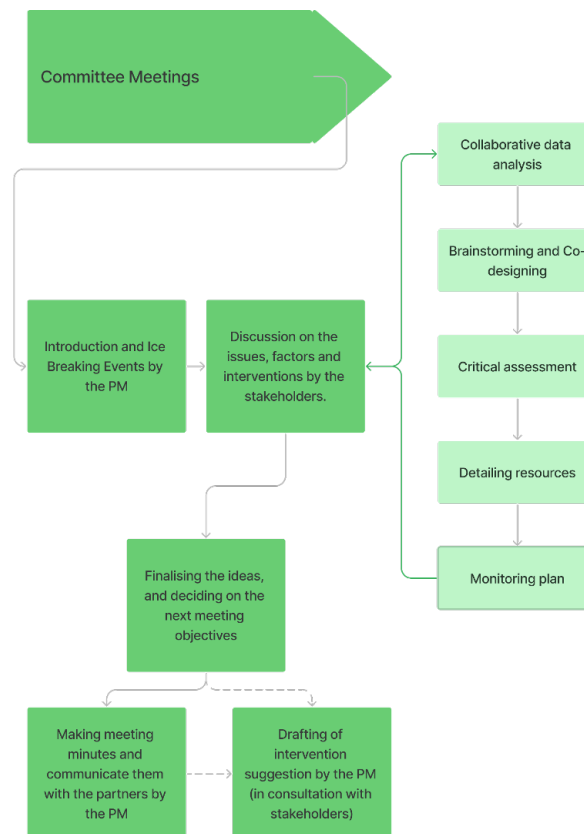
**Program of a Committee meeting**

The committee meetings happen for 100 minutes. The time allocation for each activity is as follows:

1. 10 minutes: Introduction, Presenting Agenda and Ice-breaking Activities
2. 70 minutes: Discussion on the issues, factors and interventions.
    a. The representatives shall explain and analyse the data collected, thus outlining the current situation of the different neighbourhoods.
    b. Then, the committee members will start a collaborative data analysis session that can either be done in small groups, or as a round table. The specific modality of it can be decided by the committee members.
        i. As a recommendation, the small-group modality can be organised in the following way: the project manager assigns each participant to a group, with heterogeneous groups formed of people from different organisations. Each group uses a tablet or laptop to access the dashboard and discuss relevant charts, noting their comments.
        ii. If the project manager opts to do a round-table collaborative data analysis, they can show on the screen/projector relevant charts from the dashboard to all participants. These charts should be pertinent to the agenda, and can be suggested by committee members (including supporting members). Then, participants with expertise in the field related to the data, can comment and analyse the charts.
    c. Following a collaborative data analysis session, brainstorming and co-design sessions shall follow to go through the contribution, expertise, and perception of all representatives at the table to sketch efficient and effective interventions for different neighbourhoods based on the neighbourhoods' needs shown through data.
    d. Upon agreeing on an intervention outline, the committee shall assess them not only based on the data available at hand but also on the feasibility (considering the risk factors, cost to benefit) and compare them with other similar interventions implemented in the past.
    e. After selecting the intervention, the committee shall detail the appropriate professional profile and human, technical and financial resources to be used to implement the action. For example, an intervention to mitigate the phenomenon of the high rate of school dropout in a borough will presumably involve more school workers, educators, and mediators.
    f. Together with the sociologist and the data scientist, the committee shall propose the data to collect during the implementation phase of the co-designed interventions to monitor the trend of the phenomena and then measure the interventions' impact by comparing new data with the ones related to the pre-intervention situation.

3. 10 Minutes: Finalising the intervention ideas, and policy directions and deciding on the next meeting objectives.
4. 10 Minutes: Discussion of miscellaneous items that need attention but are not part of the meeting agenda.

The following diagram summarises the functioning of a Committee Meeting.



**Intervention Proposal**

The committee will provide intervention suggestions to the offices of the municipal councillors . The intervention suggestions shall include the following aspects:

- The Problem
- Factors/Situations contributing to the problem
- Suggested intervention
- Where
- How
- Who will intervene
- Intervention duration
- Intervention target audience
- Resources required - Human, technological, etc.

- Previous experiences related to the chosen intervention.

The project manager will draft this document in consultation with the other stakeholders. The Sbocciamo Torino supporting material includes a Template for the intervention proposal.

## Extended Committee Meetings

Extended committee meetings are special meetings of the committee to present the intervention suggestions to the municipal councillors. If the committee meetings produce intervention suggestions, then the project manager shares the suggestions report with the councillors and organises a meeting of the stakeholders and the councillors. The project manager coordinates with the stakeholders and the offices of the councillors to arrange for this extended committee meeting.

## Program of the Extended Committee Meetings

These meetings will also occur at similar office spaces in the city of Turin and will last for an hour. The time allocation for each activity is as follows:

1. 5 minutes: Introduction and Presenting Agenda.
2. 20 minutes: Presentation of the intervention suggestions to the councillors by one or a group of stakeholders. The presentation by the stakeholders will be a voluntary decision, and the project manager will make the presentation in other situations.
3. 20 Minutes: Discussion on the intervention suggestions
4. 15 Minutes: Discussion on the next steps.

The following diagram illustrates the process of an Extended Committee Meeting.
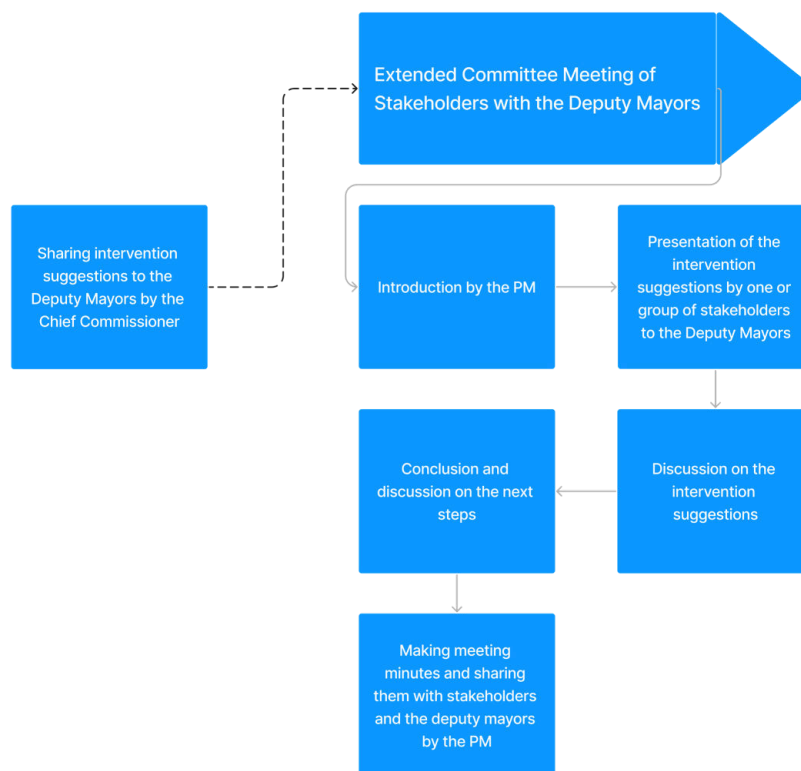
**Supporting Material**

In addition to the aforementioned components, Sbocciamo Torino also includes supporting material to aid in the usage of the tool. The supporting material is the following:

- The **Sbocciamo Torino supporting material**, comprising several documents to aid in the dissemination of the tool, in its implementation, and maintenance.
- **Training material** and guidelines for Stakeholders to use the tool.
- Branding Merchandise of Notebooks, Pins, Pens, Folders, Stickers, Tote bags and bottle opener. The branding should be distributed by the project manager to committee members and interested parties.

**Sbocciamo Torino Supporting Material**

The following documents constitute the **Sbocciamo Torino supporting material**:

| Name | Users | Description |
|------|-------|-------------|
| Sbocciamo Torino Charter | Committee members | Short document to be signed by all committee members, serving as the foundational document and unofficial statute of the Sbocciamo Torino |

| | | project. |
|---|---|---|
| Brochure | Public | Brochure to illustrate the scope and purpose of Sbocciamo Torino |
| Sbocciamo Torino Presentation | Public | Presentation explaining Sbocciamo Torino, addressed to new members or the public |
| Sbocciamo Torino Templates | Project Manager | Templates to be used and filled by the project manager, to help organise the committee meetings and other activities related to Sbocciamo Torino. Template to invite stakeholders to the committee meetings. |
| Committee Meeting Minutes Template | Project Manager | Template for the meeting minutes of the standard committee meetings, to be filled by the PM. |
| Extended Committee Meeting Minutes Template | Project Manager | Template for the meeting minutes of the extended committee meetings, to be filled by the PM. |
| Intervention Proposal Template | Project Manager | Template for the intervention proposal suggested during the standard committee meetings, to be filled by the PM. |
| Presentation Template | Project Manager | Template to make presentations with the Sbocciamo Torino |

**Training Material**

A collection of handouts and training material has been compiled for the training of the individual as part of the Sbocciamo Torino project. These documents can also serve as a reference, and as a reminder of the various components.

| No. | Name | Users | Description |
|---|---|---|---|
| 1 | Sbocciamo Torino Guide | City of Turin, Parties interested in Sbocciamo Torino | General description of Sbocciamo Torino |
| 2 | Sbocciamo Torino Handout to Committee Members | Committee members | Short document explaining the process of the tool, functioning of the committee, and program of the meetings |

| 3 | Dashboard Handout | Committee Members | Short documents explaining, from a non-technical point of view, the functioning of the dashboard, with examples. |
|---|---|---|---|
| 4 | Project Manager's Handout | Project Manager | Document detailing all the tasks of the Project Manager |
| 5 | Data Scientist's Handout | Data Scientist | Document detailing all the tasks of the Data Scientist |
| 6 | Sociologist's Handout | Sociologist | Document detailing the tasks of the Sociologist |

## H.2: Handout to the Committee Members

**Key features:**

- The **committee**: it is a diverse committee of stakeholders, ensuring that all perspectives are considered. This committee is composed of several actors connected with the prevention of youth deviance, including: local police, municipal offices, the Prisoners' Guarantor office, associations.
    - **Three supporting members** with specific functions help the committee both during and outside the meetings, but have no voting rights. They are the **project manager**, the **data scientist** and the **sociologist**.
- The **dashboard**: a state-of-the-art digital dashboard that visualises relevant data related to juvenile delinquency contributed by the city and committee members. This tool offers important insights through data and assists stakeholders in making informed, evidence-based intervention suggestions.
- **Committee meetings**: regular co-design meetings of the stakeholders will happen every six months (or when needed) to co-create the type of intervention to be implemented based on collaborative data analysis.
- **Extended committee meetings**: these are special meetings of the committee to present the intervention suggestions to the municipal councillors.

**Goals of the Sbocciamo Torino Committee**

- The main purpose of the Committee is to use the data to identify and analyse the problems and causes of juvenile delinquency and to discuss and design evidence-based intervention plans.
- The Committee should provide insights on the topics of youth deviance, informed by data and cross-sector experience, and subsequently draft intervention suggestions to be submitted to the municipal councillors.
- The Committee aims to reach a consensus on intervention ideas, ensuring that decisions are made collectively and reflect the best interests of the community.
- This model encourages the involvement of additional members and stakeholders, ensuring flexibility and adaptability to emerging issues.
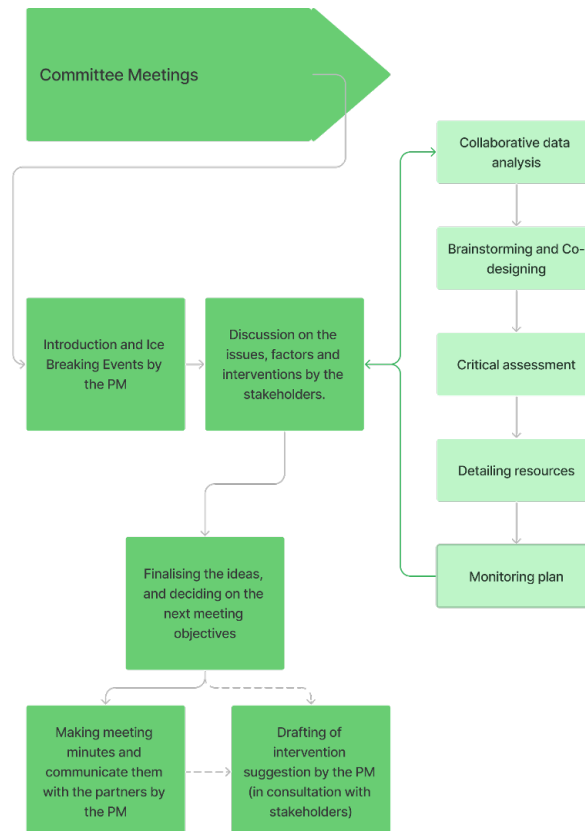
**Functioning of committee meetings**

- Meetings will happen every six months, or at ad-hoc on the request of the majority members.
- A mix of permanent and invited members will be part of each meeting. In addition, the project manager can invite other organisations or municipal offices depending on the agenda of the meeting or based on suggestions from the stakeholders.
- The primary aim of these co-design meetings is for the stakeholders to collectively and collaboratively assess the situation, identify the problems, find

the causes and remedies, and strategize an intervention conjunctively based on evidence/data.
● The intervention proposal is sent to the office of the Municipal Councillor(s), and discussed in an Extended Committee Meeting.
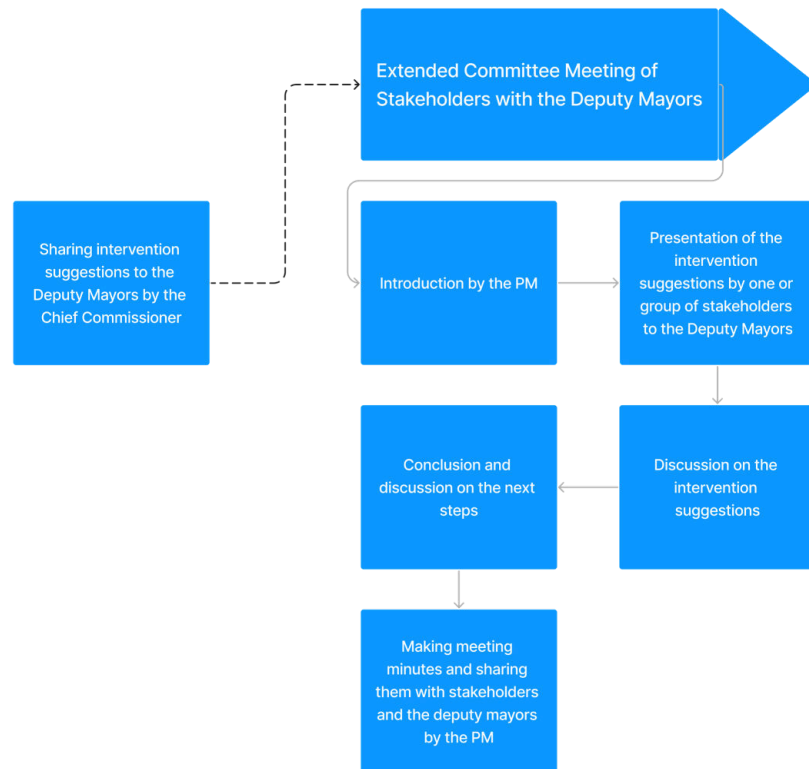
**General plan of a committee meeting**



**Total duration of a meeting**: 100 minutes

**Functioning and Plan of Extended Committee Meetings**

If the committee meetings produce intervention suggestions, then the project manager will share the suggestions report with the councillors and organise a meeting of the stakeholders and the councillors.

**Total duration of an extended meeting**: 60 minutes

## H.3: Dashboard Handout

The dashboard is one of the key components of Sbocciamo Torino. It visualises pertinent data related to youth deviances, and serves as a tool for informed discussions and evidence-based decision-making.

**Main aspects of the Dashboard**

- The Dashboard is based on the Urban City Platform, an IT tool developed for the City of Turin.
- It has a modular design, with different tabs corresponding to different aspects discussed.
- It contains charts made from the following data:
  - Open Data from the City of Turin
  - Data brought in by each of the stakeholders. All members of the committee have to volunteer data from their organisation (unless it is already available on the Open Data platform).
- The Dashboard is maintained by the Project Manager and the Data Scientist, and the other stakeholders cannot edit it, or access it directly outside Committee Meetings.
  - Members of the committee can send suggestions for charts to the Project Manager.
  - Upon request from the stakeholders, the Project Manager can send them a PDF version of the dashboard.

**Example of the dashboard**
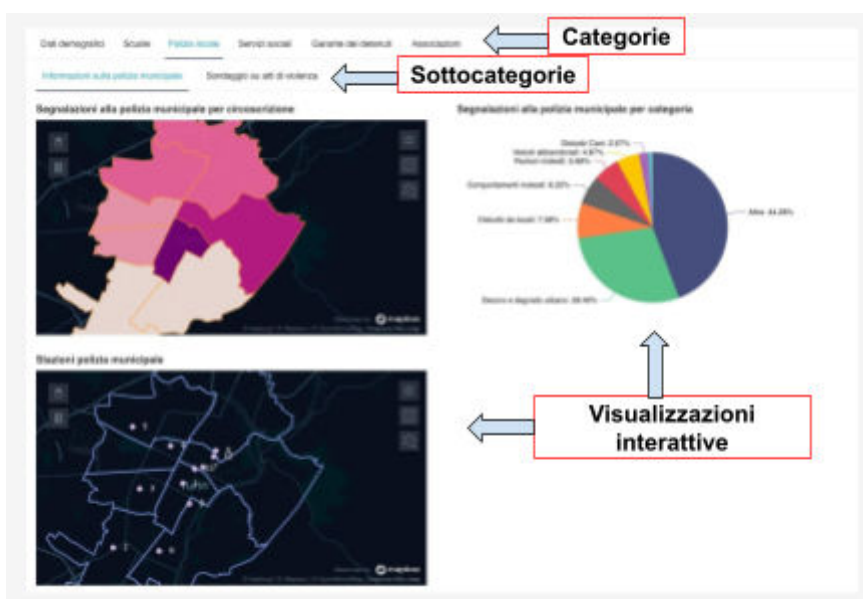
## H.4 Handout to the Project Manager

**General information**

The Project Manager is one of the supporting members of the Sbocciamo Torino Committee, and they play a fundamental role in the coordination of the tool.
This document is intended as a manual, comprising guidelines for the Sbocciamo Torino Project Manager to follow. This document complements the Sbocciamo Torino Manual, as well as the Short Guide to Sbocciamo Torino and the Guide to the Dashboard, which are shared with all committee members.

**Role of the Project Manager**

The Project Manager (PM) from the Municipality of the city of Turin is the nodal agent and first contact person for the tool. Their role involves presenting the tool to stakeholders, helping them get onboard and organising training for new members to become part of Sbocciamo Torino. They facilitate the committee meetings in addition to organising them and ensuring the committee aligns with the goals of Sbocciamo Torino. The PM liaises and communicates with the committee and supporting members of the tool. They also work together with the data scientist to update the dashboard and add new data to it as the need arises. The PM plays a crucial role in maintaining smooth collaboration among members and their oversight ensures that the tool's functionalities meet the committee's requirements and that the project progresses effectively.

**Summary of tasks of the Project Manager**

- Organise the committee meetings (including extended committee meetings)
- Moderate the committee meetings
- Write and share meeting minutes and the stakeholders' intervention proposal
- Receive the data from the stakeholders, and share it with the data scientist
- Maintain communication with all stakeholders
- Receive suggestions and feedback by stakeholders
- Appoint the data scientist and sociologist
- Invite new stakeholders to the committee

**Preparation of the Meeting**

The PM is responsible for the organisation of all the Committee Meetings, as well as the Extended Committee Meetings. The project manager facilitates the meeting, prepares the agenda and meeting minutes and communicates them with the partners. In particular, their specific task for the preparation of the meetings include the following:

- **Set the agenda for the meeting.**

The agenda contains the issues emerging through the patterns from the data and those proposed and agreed upon by the committee members. In particular, the project manager asks each committee member and the office of the councillor for municipal police and security policies to provide 2/3 themes they would like to discuss during the meetings, and the project manager will select them and include them in the agenda.

- **Update the dashboard**.
  The dashboard visualisations are pre-determined during the tool development. However, the project manager can edit and update them. The data scientist can aid in carrying out the edits and updates. As Sbocciamo Torino uses Turin's Urban Data Platform for the dashboard, a separate manual is not created on creating and building the visualisation/dashboards. Based on the agenda and the suggestions from the previous meeting, the data scientist updates the dashboard before the meeting, under the supervision of the PM.
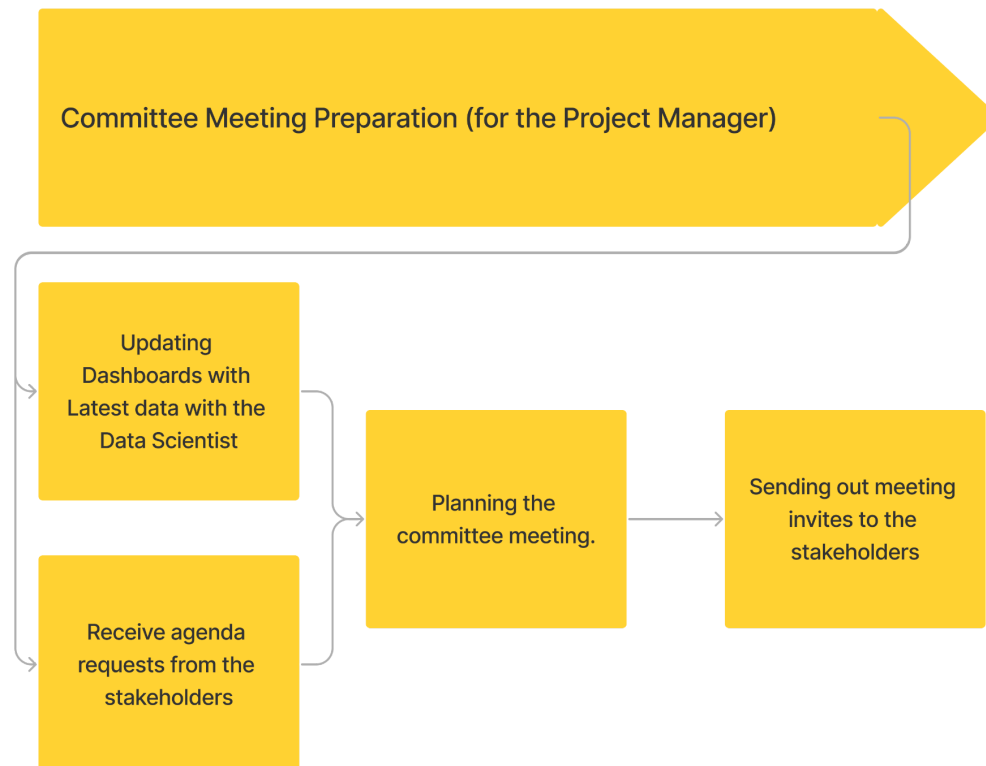- **Plan the logistics for the meeting.**
  The PM has to select a date and time for the meeting, in a way that facilitates the presence of as many committee members as possible. The meetings are set to happen every six months, or ad-hoc at the request of more than half of the committee members. The PM also has to reserve a location for the meeting, which should be one of the spaces of the city of Turin that allows for a round-table discussion (for example, CTE Next or OGR Tech).
- **Send out invitations for the meeting.**
  The invitation to the stakeholders will contain the agenda and the meeting location information. A template for the invitation has been provided as part of the Sbocciamo Torino supporting material. In addition to the members of the Sbocciamo Torino Committee, the project manager can invite other organisations or municipal offices depending on the agenda of the meeting or based on suggestions from the stakeholders.

The same process tasks need to be taken care of when preparing for an Extended Committee Meeting, where one or more city councillors are present.
The following diagram illustrates the activities that the Project Manager has to carry in preparation for the Committee Meetings.

## Moderation of the Meeting

The PM is the moderator and facilitator of all the Committee Meetings, including the Extended Committee Meetings. The project manager starts the meeting with an ice-breaking session and presents the agenda. The project manager will only intervene in the debates to ensure everyone gets a chance to talk. The data scientist and sociologist will only intervene if their help is requested. The PM should foster a collaborative environment, and make sure that each member of the committee is given time to express their point of view.

## Meeting Minutes and Intervention proposal

The Project Manager is responsible for preparing the meeting minutes for the Committee Meetings (and Extended Committee Meetings), and to share them with all the stakeholders. The Sbocciamo Torino supporting material contains templates for the minutes of both the standard Committee Meetings and the Extended Committee Meetings.

Moreover, the PM also needs to write down the intervention proposal as designed by the committee members during the standard meeting. A template for the intervention proposal is included in the supporting material.

**Communication with the stakeholders**

The Project Manager is the contact person for Sbocciamo Torino, and should keep correspondence with all the partners. The Project Manager is responsible to send and receive all the material, data and documents for Sbocciamo Torino to the partners. Specifically, the PM needs to:

1. Share with the members of the committee relevant documents on the meeting:
    a. Invitation and agenda, prior to the meeting
    b. Meeting minutes and intervention proposal after the meeting;
2. Verify with the committee members who will be present for the meetings;
3. Receive suggestions of topics to include in the agenda;
4. Receive suggestions of data visualisations to include in the dashboards.

Since the stakeholders cannot add new data or visualisations directly to the dashboard, they can suggest them to the project manager. Moreover, as the Urban Data Platform does not have an option to provide view-only access, the stakeholders will be able to interact with the dashboard only during the project meeting. For this reason, the project manager can share a PDF of the visualisations with the stakeholders.

**Organisation of the training session**

The Project Manager is responsible for organising the training for all the new members of the committee. The training is composed of the following elements:
- A set of handouts and training material, to be read by each of the committee members. Supporting members of the committee, additionally, have to use ad-hoc supplementary manuals.
- A first meeting with the project manager and data scientist
- A group training session (that could be substituted with a one-on-one session)
- Optional individual training sessions.

More details on how the training should be implemented are included in the Sbocciamo Torino manual.

**Other tasks**

Besides the aforementioned tasks, the Project Manager also has these additional roles:

- **Appointment of the Data Scientist and the Sociologist**

The Project Manager can appoint the Data Scientist and the Sociologist.

- **Inclusion of Additional Members of the committee**

The Project Manager can and should invite additional members of the committee. They should organise a first session to discuss the role of Sbocciamo Torino and the data that the new members could volunteer, and then include them in them in the committee following the training procedure.

## H.5: Handout to the Data Scientist

**General information**

The Data Scientist is one of the supporting members of the Sbocciamo Torino Committee, and they play a fundamental role in the coordination of the tool.

This document is intended as a manual, comprising guidelines for the Sbocciamo Torino Data Scientist to follow. This document complements the Sbocciamo Torino Manual, as well as the Short Guide to Sbocciamo Torino and the Guide to the Dashboard, which are shared with all committee members.

**Role of the Data Scientist**

The Data Scientist (DS) supports the data and dashboard components of the tool. Along with visualising publicly available data on the dashboard, they will collect, process and visualise the data from the stakeholders. DS will aid the committee members in analysing the data, identifying patterns, correlations, and trends within the data to provide evidence-based insights. DS's expertise in data analysis will offer valuable insights to the stakeholders that informs their decision-making. By transforming complex data into accessible visualisations, DS enables the committee to make informed choices when designing interventions. The project manager appoints the data science intern to be part of the committee.

**Summary of tasks of the Data Scientist**

- Knowledge of the Urban Data Platform

- Prepare the Dashboard and create visualisations before each Committee Meeting

- Provide explanations during Committee Meetings

- Aid the Project Manager in Data collection and management

- Maintain the Sbocciamo Torino Database

- Compile PDFs of visualisations

- Help the project manager in helping new committee members

- Assist the Project Manager with their expertise

**Overview of the Dashboard and the Urban Data Platform**

The Dashboard is supported by the Urban Data Platform (UDP), an IT tool developed for the City of Turin, which can be found at the following address:

https://dashram-tonite.comune.torino.it/.

The UDP was initially developed as part of the ToNite project (link), a previous project implemented by the City of Turin.

The Data Scientist is expected to have an in-depth knowledge of the Urban Data Platform, and to perform all the necessary tasks for Sbocciamo Torino on it. This includes creating charts and dashboards, and managing the database. The Data Scientist is provided with the **Manual to the Urban Data Platform**, which should be carefully read. To avoid repetition with the Manual to the Urban Data Platform, here we only present a brief overview of the UDP.

The UDP is SQL-based, and it contains the SbocciamoTorino Database (based on PostgreSQL), which in turn collects all the tables with the relevant data - these include both the stakeholders' data, and the Open Data obtained from the City of Turin.

From the UDP it is possible to create charts based on the existing tables; the UDP allows for several standard visualisations, including (but not limited to) the following ones:

- Histograms
- Bar plots
- Pie charts
- Line charts
- Heatmaps
- Displays of titles and numbers
- Geospatial map-based representations powered by Kepler (https://kepler.gl/)

Dashboards can be created combining several charts. As the data follows a standard form of representation, it is possible to have a modular dashboard. This modularity provides a dynamic environment and a chance to incorporate additional data and suggestions from the co-design meetings. The visualisations can also include spatial, temporal and spatiotemporal dimensions, which can serve as the base axes of the visualisation.

**Creation of dashboards**

Prior to each of the Committee Meetings, the Data Scientist should create a specific dashboard for the meeting. The specific content of each dashboard should be agreed with the project manager, also considering suggestions from the stakeholders.

The data scientist should create charts using all the available data - both the Open City Data and the Stakeholders' Data, in a way that is as comprehensive as possible, including all visualisations that could be useful during a given meeting, according to its agenda. Indicatively, each meeting's dashboard should include around 20-50 charts, but the number may vary greatly depending on the available stakeholders' data and the items on the agenda. Ideally, each one of the stakeholders' datasets should be visualised on the dashboard, and each meeting's dashboard can (and should) contain some relevant charts that were present in previous meetings' dashboards.

**Example of charts from a dataset**

As an example, we give some visualisations that can be made out of a dataset provided by one of the Sbocciamo Torino stakeholders, the Prisoners Guarantor's Office. Prisoners guarantor's office aggregates the data about the crimes committed by prison-sentenced young adults. The data summarises the number of juveniles based on birth year, judgement status, country of origin, city residence, qualification, activities before prison, age group, previous sentences and city of crime on the offences committed in the city and they will share this data with the committee. The same tabular data will be visualised as charts on the dashboard and it can contain:

1. Bar charts of number of juveniles across
    a. Age Group
    b. Judgement status
    c. Country of origin
    d. City-Residence
    e. Qualification
    f. Housing situation
    g. Activities before prison
    h. Duration of penalty
    i. Previous sentences
    j. City of Crime
2. Distribution of activities before prison.
3. Map showing the neighbourhoods by number of residents, and crimes committed.
4. Number of juveniles sent to other services such as mental health centres, dependency service, and Social Service.
5. The above charts for various crime types.

**Attendance of Committee Meetings**

The Data Scientist should be present at all the Sbocciamo Torino Committee Meetings, including the Extended Committee Meetings. The data scientist, however, should not directly intervene in the discussion, and should not voice their personal opinion in terms

of policy, as they should not contribute firsthand in drafting the proposal. On the other hand, they should answer questions on the dashboards and on the visualisation, as well as clarify doubts on the data, correlations, and insights on the charts.

During the meetings, the data scientist should be in charge of the logistics with respect to the display of the UDP (making sure that the dashboard can be projected and easily seen by all members of the committee), and should navigate the dashboard according to the discussion. They should suggest to the committee members relevant charts to see and analyse, according to the topics of discussion, and display them, or show other charts at the request of the committee members.

**Maintain the Sbocciamo Torino Database**

With respect to Data Management, the Data Scientist should update and maintain the Sbocciamo Torino database, which should be hosted on a secure directory owned by the City of Turin. On top of this, the DS should add to the Urban Data Platform each of the stakeholders' datasets, as well as relevant datasets from the Open City Data. Specifically, the UDP contains a specific schema for Sbocciamo Torino, which should contain all the relevant datasets.
The DS should also use the UDP to make virtual datasets, which are SQL queries necessary to create charts and visualisations (more information on the virtual datasets is available in the Manual to the Urban Data Platform).

**Assistance to the Project Manager**

The Data Scientist should be able to help the Project Manager for questions concerning the visualisations of the data, the Urban Data Platform, and the Sbocciamo Torino database.

Since the members of the Sbocciamo Torino committee do not have direct access to the Urban Data Platform, they have the right to ask the project manager for a copy of some or all the visualisations on the dashboard. The data scientist should help the project manager in compiling a PDF of the requested visualisations. The Urban Data Platform allows users to save the dashboards as a png by taking screenshots of them, so the data scientist should use these screenshots and include them in a PDF to send to the stakeholders.

The data scientist should also assist the project manager during the training of new members of the committee, showing them the dashboard, participating in the new members' first meetings, and collaborating in the preparation of the training session.

## H.6: Handout to the Sociologist

**General information**

The Sociologist is one of the supporting members of the Sbocciamo Torino Committee, and they play a fundamental role in the coordination of the tool.

This document is intended as a manual, comprising guidelines for the Sbocciamo Torino Sociologist to follow. This document complements the Sbocciamo Torino Manual, as well as the Short Guide to Sbocciamo Torino and the Guide to the Dashboard, which are shared with all committee members.

**Role of the Sociologist**

The Sociologist provides a sociocultural perspective on juvenile delinquency, interpreting data within the broader societal context. They offer insights into underlying social factors that contribute to delinquency. In addition, they will engage with stakeholders to recognise additional data needs for improving the intervention suggestions and also propose new data points that the stakeholders can collect. The Sociologist's expertise complements data analysis by contextualising findings. Their insights into social dynamics and root causes help develop interventions that address the core issues driving juvenile delinquency. The project manager appoints the sociologist who will volunteer to be part of the committee.

**Summary of tasks of the Sociologist**

- Provide insights during Committee Meetings
- Keep a dialogue with the stakeholders
- Assist the Project Manager with their expertise

**Attendance of Committee Meetings**

The Sociologist should be present at all the Sbocciamo Torino Committee Meetings, including the Extended Committee Meetings. However, the sociologist should not express their personal opinion in terms of policy, and they should not participate actively in drafting intervention proposals. Rather, the role of the sociologist during the meetings is to contextualise the problems that are discussed in the agenda according to a socio-cultural framework, and answer questions related to their area of expertise, contributing in clarifying certain aspects which may not be evident from the data

**Assistance to the Project Manager**

The sociologist should assist the project manager throughout Sbocciamo Torino. They can contribute in the organisation of the meetings and the training of the new members, helping the project manager with their expertise as much as possible. They should also

keep an open dialogue with the stakeholders, through the project manager that always functions as a mediator.

# APPENDIX I: Material used during the group training sessions

I.1: Sample slides from the presentation for the Training Sessions

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**Componenti di Sbocciamo Torino**

**COMITATO**

Comitato eterogeneo di stakeholder, composto da diversi enti che si occupano di prevenzione della devianza giovanile.

**DASHBOARD**

Una dashboard digitale che visualizza i dati relativi alla devianza giovanile forniti dalla città e dai membri del comitato.

**RIUNIONI**

Riunioni periodiche per co-creare il tipo di intervento da attuare sulla base dell'analisi collaborativa dei dati. Eventuali proposte di intervento sono proposte alle assessore nelle riunioni del Comitato Esteso.

IcARUS

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**Cos'è la dashboard?**

La **dashboard** è uno dei componenti chiave di Sbocciamo Torino. Visualizza i dati più rilevanti relativi alle devianze giovanili e serve come strumento per le discussioni delle riunioni del comitato e per stimolare un processo decisionale basato su evidenza e dati concreti.

La dashboard non sostituisce l'esperienza e le conoscenze dei membri del comitato, bensì le complementa.

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## I.2: Canvases for collaborative data analysis

### Formazione per Sbocciamo Torino
### Esercizio individuale

Quali sono alcuni aspetti interessanti che emergono dalle visualizzazioni?

Quali altre informazioni della sua organizzazione abbinerebbe a queste visualizzazioni per affrontare le tematiche della devianza giovanile?

1 This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 882749

Nome e organizzazione  _____  _____

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Numero del Gruppo

### Formazione per Sbocciamo Torino - Analisi dei dati
### Esercizio in piccoli gruppi

Qual è un ambito problematico di particolare interesse per quanto riguarda la devianza giovanile?

Quali sono due fattori che contribuiscono a questa problematica?

Quali sono due o tre grafici che corroborano questa idea?

2 This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 882749

Nome dei partecipanti e organizzazione  _____  _____
_____  _____
_____  _____

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**Formazione per Sbocciamo Torino
Discussione di gruppo**

Quali sono (in ordine) i due ambiti più rilevanti per quanto riguarda la devianza giovanile?

Quali 2 fattori che più influiscono su ognuno di questi due ambiti?

3

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Numero del Gruppo

**Formazione per Sbocciamo Torino
Intervento**

Qual è una possibile soluzione indirizzata a risolvere i fattori che causano una delle due problematiche individuate?
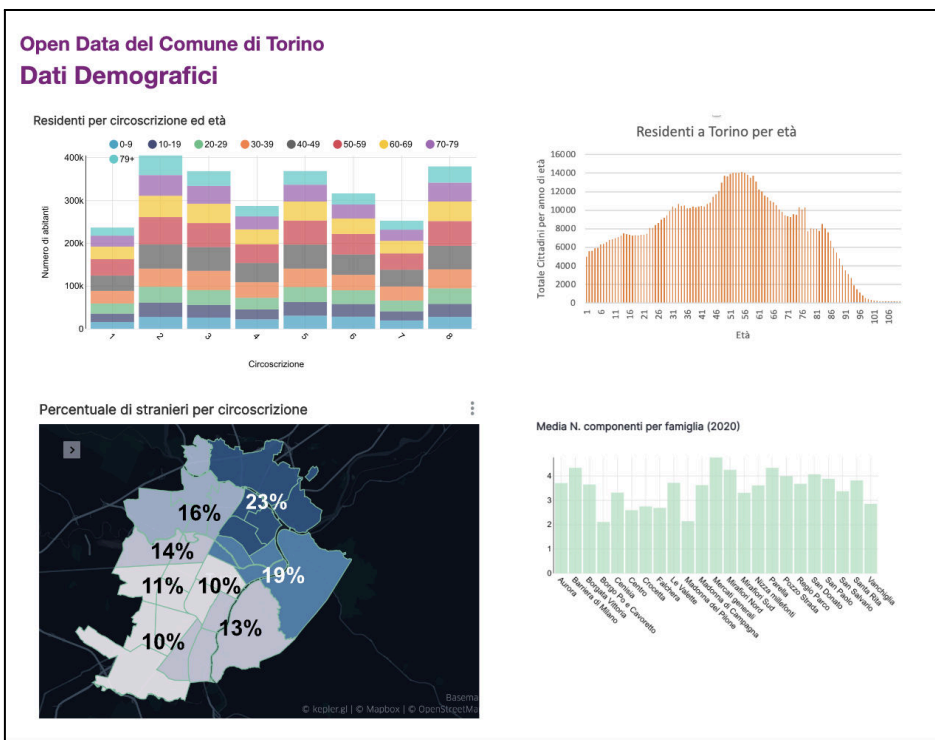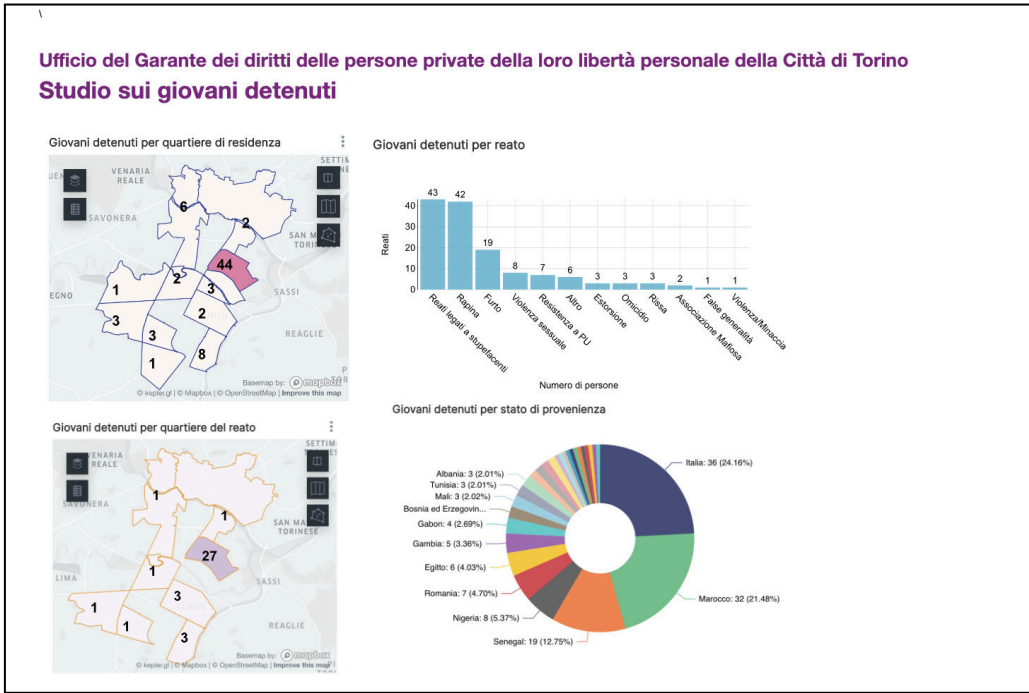
Perché credete che questa soluzione possa essere efficace?

4

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Nome dei partecipanti e organizzazione

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## I.3: Samples of data placemats for collaborative data analysis

# APPENDIX J: Data volunteered by the Initial *Sbocciamo Torino* Committee Members

As a reference, this table contains the data provided by the committee members of *Sbocciamo Torino* in the initial phase of the tool. This list is subject to change, as the project management and the data scientist can amend it together with the stakeholders. Hence, should be able to serve as a reference and an example, rather than a comprehensive list of datasets.

| No. | Stakeholder | Data Description | Data Format | Sensitive Data |
|---|---|---|---|---|
| 1 | Educational Services Division | Each school has a sheet about reports of school non-attendance or non-compliance (segnalazioni di disfrequenza o inadempienza scolastica) with their name, address, parents' details and follow-up by the school and the local police. The office summarises this information. | Excel sheets, Open Data | No |
| 2 | Local Police | The local police conducted an anonymous survey on experiences of aggression to learn about the spontaneous and violent youth aggression experienced by the residents. The survey asks for information on the direct or indirect experience of youth aggression (frequency, age and gender of the aggressor(s), location and theft) and the respondent's gender, age at the time of the incident and present age. | Excel sheets, Open Data | No |
| 3 | Prisoners' Guarantor Office | Data about the crimes committed by prison-sentenced young adults. It is a summary sheet providing the number of juveniles based on | Excel sheets | No |

| | | birth year, judgement status, country of origin, city residence, qualification, activities before prison, age group, previous sentences and city of crime | | |
|---|---|---|---|---|
| 4 | Social Services Division | The socio-economic and demographic data is obtained through open data and the social services office will not provide any data. | Excel sheets, Open Data | No |
| 5 | Save the Children | https://datahub.savethechildren.it/ | Dashboard already available. | No |
| 6 | Associazione Italiana Cultura e Sport (AICS) | Data on members of AICS, with demographics and sports/activities practised | Excel sheets | No |
| 7a | Gruppo Abele (Servizio Nove ¾) | Data about people suffering from social withdrawal assisted by the association, including data on demographic, education and current status | Excel sheets | No |
| 7b | Gruppo Abele (Servizio Accoglienza e trattamento) | Data about people receiving assistance from the association. | Excel sheets | No |

Table J.1: Stakeholder data and its description

# Thank you

SBOCCIAMO TORINO

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CITTA' DI TORINO